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Country	Index	Change
USA	2,000.00	+15.00
UK	2,500.00	+10.00
Germany	1,500.00	+5.00
France	1,200.00	+3.00
Italy	1,800.00	+8.00
Spain	1,000.00	+2.00
Japan	2,200.00	+12.00
South Africa	1,100.00	+4.00
India	1,300.00	+6.00
China	1,400.00	+7.00
Indonesia	1,600.00	+9.00
Malaysia	1,700.00	+11.00
Philippines	1,900.00	+13.00
Singapore	2,100.00	+14.00
Thailand	2,300.00	+16.00
Taiwan	2,400.00	+17.00
USA	2,000.00	+15.00

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

EUROPE  
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Page Section III  
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Thursday July 4 1991

## World News

### Breakthrough expected in Hong Kong airport battle

A breakthrough in the long-running battle between the Chinese and Hong Kong over the airport project seems imminent after several days of high-level talks in Beijing between Chinese and UK representatives. Page 12

### Irish initiative collapses

The latest initiative to end decades of killing in Northern Ireland collapsed after 10 weeks of inconclusive wrangling. Page 6

### Refugee camps shelled

At least 42 people were killed when Lebanese troops shelled Palestinian guerrillas cornered in two packed refugee camps near Sidon, trapping terrified women and children. Picture, page 4

### Colombia peace move

In a move that appeared to mark the end of a drug war that has terrorised Colombia since August 1989, the feared Medellin cocaine cartel announced that it is abandoning its military organisation. Page 12

### New pressure on Iraq

The US and Britain will increase pressure to force Iraq to open its suspected nuclear sites to inspection after the failure of a UN mission to obtain access. Page 4

### Mittlerand for Iran

French president Francois Mitterrand has accepted an invitation to visit Iran from president Rafsanjani and will travel to Tehran in the autumn. Page 12

### Sri Lanka aid suspended

Britain suspended aid to Sri Lanka and restricted arms sales in protest against the expulsion last month of its high commissioner. Page 4

### Israeli released

An Israeli who escaped one group of Kashmiri kidnappers only to run into the arms of other separatist abductors was freed in Srinagar. Page 12

### Abortion pill approved

Banned in the US and called "the moral property of women" in France, the abortion pill RU-486, or mifepristone, has been approved for use in the UK. Page 12

### Satellite rescued

Satellite company Telesat Canada said in Ottawa it had rescued a newly launched communications satellite by spinning it to deploy a jammed antenna. Page 12

### Angola prisoners go free

A joint commission of government and former Unita rebels decided that all Angolan prisoners of war will be freed by the end of this month. Page 12

### McEnroe fined \$10,000

US tennis star John McEnroe was fined \$10,000 for his verbal attack on a Wimbledon line umpire during his defeat on Tuesday by current titleholder, Stefan Edberg of Sweden. Page 12

### Something in the air

Members of the French National Assembly dashed out of parliament to escape a mysterious but pungent smell of garlic. Page 12

## Diplomatic efforts to end crisis spurred by federal army moves

# Yugoslav fighting spreads

By Judy Dempsey in Ljubljana and Laura Silber in Belgrade

### YUGOSLAVIA IN CRISIS

Italy prepares for influx of refugees. Page 2  
Airlines take avoiding action. Page 2  
CSCE calls for immediate end to hostilities. Page 2  
Editorial Comment. Page 10  
Old scores settled. Page 10

### EC may recognise rebel republics

By Our Foreign Staff

### Yugoslavia

Hot seats: Yugoslav delegates at yesterday's Prague meeting of the CSCE listen to the call for an end to hostilities

EUROPEAN Community foreign ministers will meet in The Hague tomorrow to consider whether to recognise Slovenia and Croatia if Belgrade does not stop hostilities against the breakaway republics. A Dutch Foreign Ministry official said yesterday.

The meeting will be on Yugoslavia and on the results of the CSCE (Conference on Security and Co-operation in Europe) meeting in Prague, Mr Andre Hagelstein said. The Dutch hold the EC presidency. The 35-nation CSCE formally offered its good offices to restore peace in Yugoslavia and called for an immediate end to hostilities there.

Senior officials from the member countries, meeting under emergency procedures, were also considering the dispatch of observers to Yugoslavia, in consultation with the federal and regional authorities.

Apart from calling for an immediate halt to the fighting, the declaration urged that all the armed forces in the country must return to their barracks "and stay there". It stressed the need to re-establish political control over all armed forces, to provide the necessary breathing-space for discussions between the warring parties to take place.

In London, Mr Douglas Hurd, the foreign secretary, told parliament that Yugoslavia's old political system "is in an advanced state of decay and cannot survive".

He said events in the rebellious northern Yugoslav provinces of Croatia and Slovenia appeared to be moving out of control.

Diplomats in Bonn said Mr Hans-Dietrich Genscher, the German foreign minister, telephoned his EC colleagues as well as his counterparts in Washington, Belgrade, Ljubljana and Vienna, to discuss what to do.

"The question of diplomatic recognition or a threat of recognition is one of the options," a diplomat said.

Mr James Baker, the US secretary of state, said yesterday after a meeting in Washington with Mr Hans van den Broek, his Dutch counterpart, that the US and the EC were considering instituting an arms embargo and suspending aid to Yugoslavia because of the violence.

Several west European countries also discussed a role for the United Nations should the new CSCE crisis management system fail to achieve a lasting ceasefire.

which had travelled towards Slovenia from Zagreb, the capital of Croatia, turned around in the afternoon and headed back into Croatia.

It is unclear if they were drawing breath before a full-scale military assault on the republic, or if they had received instructions to withdraw completely.

During the afternoon, Slovene and Croatian radio reported that large convoys of tanks had travelled through the republic of Bosnia-Herzegovina. There is now growing speculation that these tanks are being sent to Krajina, south-western Croatia, to protect the ethnic Serb minority against any possible attack from Croatia's own army if war broke out.

In Croatia, the government prepared for war. Barricades were thrown up around the centre of Zagreb, along the main roads, and along some border crossings.

The Croatian leadership, led by President Franjo Tudjman, reshuffled the government. Mr Martin Spigelj, the defence minister and staunch Croat nationalist, was made commander of the republic's national guard.

Mr Sima Djodan, described by western military attaches as "the hawk of all hawks" was promoted to the Defence Ministry.

Mr Jelco Kacin, Slovenia's minister of information said he had no idea what tactics those federal forces were now adopting.

He said Slovenia had started talks with the Yugoslav army on how to arrange for federal troops to return to barracks after days of fighting over the republic's independence bid.

Continued on Page 12

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

Continued on Page 14

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## Apple and IBM join to develop desktop computers

By Louise Kehoe in San Francisco

### APPLE Computer and International Business Machines, two of the world's leading personal computer companies, are to collaborate in the development of software and hardware technology for a new generation of desktop computers.

The agreement represents one of the broadest collaborative technology pacts in the history of the computer industry.

Its goal is to "create powerful new open system software platforms for the 1990s", the US companies said.

The deal will mean that companies using IBM large computers for data processing will be able to use Apple's advanced Macintosh computers as desktop workstations.

It also represents a serious challenge to Microsoft, which dominates the personal computer system software market with its MS-DOS and OS/2 operating systems. An operating system is a program that controls the basic functions of a computer.

The announcement comes after a whirlwind of negotiations that began just a month ago and marks a turning point in the relationship between Apple and IBM which, until now, have been antagonists in the personal computer market.

The two groups will form a joint venture company to produce software. It will develop a hardware-independent computer operating system based upon "object-oriented" software, an advanced form of computer program that can run on different types of machines. The jointly owned venture will be independently managed.

Products are expected to reach the marketplace over the next two to three years.

The four-part agreement, for which the two companies have signed a letter of intent, covers both software and hardware technology.

A joint system software venture to develop a new operating system to run on computers ranging from laptop to large "servers" that control the functions of networks of desk top computers. Application programs designed to run on existing operating systems, including IBM's AIX, a version of Unix OS/2, a personal computer. Continued on Page 14

Pooling development, Page 18  
Chips are down, Page 20

## EC launches probe into steel industry

By David Buchanan in Brussels and David Owen in London

THE EUROPEAN Commission has launched a probe into a suspected cartel by European Community steel producers, which it believes may be restricting output of hot-rolled coil in an attempt to bolster the price.

The EC's investigation started with a raid last Thursday on the Brussels office of the industry's industry association that groups the main EC steel producers and makers of hot-rolled coil. Eurofer refused to comment yesterday.

Hot-rolled coil is the basic raw material for a range of flat steel products.

The Commission would not confirm reports that it had also raided the premises of Italian, German and Spanish producers in a search for evidence of collusion on production and delivery of hot-rolled coil. British Steel and Cockerill-Sambre of Belgium said they had not been raided.

A Commission official said: "Basically we suspect that, though the system of quotas has gone, the practice has not." Until June 1988, the Commission had sanctioned an official production cartel, organised through Eurofer, but subsequently deemed such price-support measures unnecessary.

The Commission suspects that, after demand slackened in mid-1988, producers came to a new agreement to restrict output of hot-rolled coil. Nonetheless, its price has fallen by nearly 25 per cent over the past year, according to the industry.

The Commission's latest investigation is potentially its biggest into the steel industry. Companies found guilty of running a cartel can be fined up to 10 per cent of the value of their annual turnover. EC steel makers produced about 60m tonnes of hot-rolled coil last year.

Sir Leon Brittan, the EC competition commissioner, has stressed that the EC steel industry should be treated like any other.

Last year his competition directorate fined stainless steel makers for running a cartel, and in January it probed a suspected cartel in heavy steel beams used in the building industry.

## Long-term growth of 3% forecast

By Peter Norman in London

ECONOMIC GROWTH rates in the industrialised world are beginning to converge on a long-term path of 3 per cent a year. This follows 12 months marked by recession in the big English-speaking economies and rapid expansion in Germany and Japan, the Organisation for Economic Co-operation and Development reported yesterday.

After six months of near stagnation in the OECD's 24 industrialised member nations, the Paris-based think-tank yesterday forecast growth of around 3 per cent next year compared with 1991.

However, in other respects the OECD's latest Economic Outlook offers only limited encouragement. It warns that unemployment in the OECD will stay high at around 28.4m over the next 18 months.

Inflation in the area is projected to fall to around 3.6 per cent in 1992 from 4.4 per cent this year.

Details, Page 5; Lex, Page 12

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## CONTENTS

Thailand trade: A Galt report warns Bangkok to steer clear of protectionism	3
Economic Viewpoint: Samuel Brittan puts the recession into a global context	11
German business: Metallgesellschaft's appetite for acquisitions grows	14
Portuguese banking: State-owned and private institutions battle for customers	17
Consumer products: Are compact discs overpriced? The industry stands accused	20
Cartoon capers: Teenage Mutant Ninja Turtles are about to descend on Japan	20
Pakistan markets: Karachi reaches new heights, despite some business turbulence	24
International Companies	14-15
Commodities	21
Crossword	28
Currencies & money	30
Editorial Comment	10
Arts Guide & Reviews	11
Financial Futures	30
Gold	21
Int. Capital Markets	17
Letters	21
Technology	29
Unit Trusts	29
Second Front Management	20
Observer	10
Stock Marketworld	21
London	21
Technology	29
Unit Trusts	29
World Index	34

## MARKETS

STERLING	DOLLAR	STOCK INDICES
New York lunchtime: \$1.8075	New York lunchtime: DM1.8305	FT-SE 100: 2,448.2 (-12.0)
London: \$1.805 (1.602)	Frankfurt: FF6.2025	FT Ordinary: 1,894.9 (-12.3)
Paris: \$1.804 (2.94)	SF1.581	FT-A All-Share: 1,174.07 (-0.4%)
FRF 9.825 (9.875)	Y139.37	New York lunchtime: DJ Ind. Av. 2,940.82 (-32.2)
SFR2.5425 (2.53)	London: DM1.8315 (1.8345)	S&P Comp 374.47 (-3.44)
£224.0 (222.25)	FRF 6.2075 (6.215)	Tokyo Nikkei 23,373.47 (-822.29)
£ Index: 88.5 (88.3)	SF1.5835 (1.59)	LONDON MONEY
GOLD	Y139.5 (138.75)	3-month interbank: 11.5 (same)
New York: Comex Aug \$371.8 (368.4)	\$ Index: 88.5 (88.6)	Libor long gilt future: 91.5 (90.5)
London: \$369.15 (367.45)	Tokyo close: Y139.32	
N SEA OIL (Argus)	US lunchtime rates	
Brant Aug \$18.75 (18.825)	Fed Funds: 5.125%	
	3-mo Treasury Bill: 5.722%	
	Long Bond: 90.5	
	yield: 8.42%	
	Chief price changes yesterday: Page 13	

Cameroon swims against West Africa's democratic tide

President Paul Biya is refusing to resign or hold elections in the face of increasing civil unrest. But in the rest of West Africa popular movements for democracy are taking effect. Will Cameroon follow? Page 4



## CRISIS IN YUGOSLAVIA

## Serbians torn between loyalty and fear of bloodshed

THE SERBS, often painted as the agents provocateurs in the unrolling Yugoslav crisis, are in reality torn between fear of the current bloodshed and fierce loyalty to their republic, the largest in the federation.

While many are glad to see the federal army at last descending on the rebel republics of Slovenia and Croatia, they also rage at what they see as the incompetence and powerlessness of their own institutions.

Hysterical scenes in the parliament on Tuesday in Belgrade, the Serbian and federal capital, illustrated these conflicting emotions.

Hundreds of parents whose sons are serving in the federal army stormed the assembly, screaming and cursing at the deputies in a confrontation that was carried live on television.

A 51-year-old mother cried: "I want my son back. Give us weapons, so we can fight instead."

As a 35-year-old history teacher pointed out: "The weeping mothers did not demand peace. Instead they showed their collapse of faith in the Yugoslav army. The demonstrators now want to take matters into their own

**Laura Silber reports from Belgrade on how the country's Serbs feel betrayed by their nationalistic communist leaders**

hands. They no longer believe in any institutions. "It was tragicomic. Their fear is completely understandable, on the one hand, as many conscripts have been killed. But, on the other hand, the crowds took over parliament and demanded weapons. It all shows how remote is the chance for any peace or democracy in Serbia."

Serbs, who three years ago rallied around Mr Slobodan Milosevic, the Communist leader who conjured up and then rode a wave of nationalism to become the president of the republic, now feel betrayed. Their fanatical support for Mr Milosevic has crumbled into disillusion because they feel he has failed to return to Serbia the dominant position within Yugoslavia which they feel it deserves. Now they lack any political direction or hope of a peaceful solution to Yugoslavia's troubles.

"Serbia was the last to hold elections and remains communist," said Mr Mihajlo Kovac, a

parliamentary deputy. "We suffer this stigma both in Yugoslavia and abroad. This government and these times are a national catastrophe for Serbs."

Serbs see themselves as the heirs to Yugoslavia. They often point out that Serbia fought on the winning side in both world wars, while Croatia was first part of Austro-Hungary and then ruled by a pro-fascist regime during the Second World War.

They feel angry and betrayed by the Slovenes. "The army defended them in 1953, when the northern part of Slovenia (Zone B) was under dispute with Italy," said a Belgrade journalist. "They then welcomed the Yugoslav army. But now the Yugoslav army is called a fascist occupying force."

Most Serbs seem ready to accept that Slovenia will secede. But they blame the tiny western republic for forcing the crisis to a head, which

they fear will drown Yugoslavia in a blood bath. They say the Slovenes should have backed down from their declaration of independence in the interests of peace, not only in Slovenia but throughout Yugoslavia and in Europe.

Belgrade residents, believing war to be imminent, are buying stores of flour and salt to prevent hunger when store supplies run out. Lines of cars snake around petrol stations as rumours persist that petrol will soon be unavailable.

While many Serbs demonstrate their anguish as tens of thousands are mobilised by the federal army, others accept this fate, regardless of their opposition to the government. Although they blame Mr Milosevic for the country's present agony, they consider themselves honour bound to defend Serbia throughout the country.

Young men are seized by the sense of obligation to defend Serbia in the face of Yugoslavia's disintegration.

A 27-year-old architect said: "I have never supported Mr Milosevic and the Communist Party."

"But I have only one country and one nation, no matter how confused. I will join to fight for Serbia."



Slovenian soldiers sheltering in the entrance of a house in the town of Dravograd as Soviet-built MIG-29s belonging to the Yugoslav federal air force flew over the area several times

## Airlines take avoiding action

By Andrew Bolger

INTERNATIONAL air operators have started to avoid flying over Yugoslavia, even though the Belgrade authorities yesterday eased restrictions on airspace imposed earlier in the week. The airports at Zagreb and Ljubljana remain closed and airspace in the northern half of the country controlled from Zagreb is still closed up to the level of 20,000ft - well below the cruising height of jets.

The conflict will put further pressure on the Mediterranean's already crowded airspace, since many European aircraft normally cross Yugoslavia en route to Greece.

Yesterday there was little airline activity in Yugoslavia, apart from charter flights taking out tourists and scheduled services by the state airline, JAT, in airspace controlled from Belgrade.

All British tourists were advised yesterday to leave Yugoslavia. More than 2,400

THE British government last night revoked all existing export licences to Yugoslavia covering military goods and industrial equipment which might have a military application, PA reported.

The Foreign Office said it would be wrong to supply troops which were behaving in the manner of the Yugoslav federal army.

holidaymakers were on their way home after fleeing the violence in chartered boats.

One London insurance broker, Sedgwick, is already facing a large claim arising from damage to aircraft owned by Adria, the Yugoslavian airline, which occurred at Ljubljana on June 28. The reinsurance claim is believed to be for the total loss of a A320-300 Airbus, a DC-9 and two Dash-7 turboprops. The claim could be for as much as \$64m (£39m). Sedgwick declined to confirm the size of the claim and said it had not yet been able to assess the extent of the damage.

The fighting has had little impact so far on the insurance market, though some London underwriters have increased their aviation rates. Most insurance directly available in Yugoslavia, and reinsurance through the London and German markets, specifically excludes war or civil war, so businesses suffering losses on land will have to pursue their claims with government authorities.

One possible exception is marine policies, which can extend to cargo being transported across land. Northern Yugoslav ports such as Split, Koper, Rijeka and Zadar handle a lot of cargo bound for eastern Europe.

In Athens, Mr Andonis Samaras, the Greek foreign minister, said the free movement of Greece's products being transported through Yugoslavia were being monitored following reports that scores of Greek trucks were trapped by the fighting in Slovenia. About 30,000 truckloads of EC goods pass through Yugoslavia each year and half of Greece's exports to the EC are trucked through the country.

Yugoslavia is also an important route for road haulage to Turkey and the Middle East. Lorries are now being rerouted through Hungary, Romania and Czechoslovakia, which are allowing lorry drivers with visas issued by Yugoslavia to enter.

Lengthy queues have developed along the Austria/Hungary border, however, with trucks waiting as long as 30 hours to cross. "The big problem is for those carrying perishable goods," said the Austrian motoring organisation ARBO.

It said: "They cannot be given preferential treatment as usually happens, so most of their cargoes are spoiled by the time they reach their destination."

## Italy prepares for influx of refugees

SOME 40,000 refugees may flee the fighting in Yugoslavia and cross the country's border with Italy, Rome's immigration minister said yesterday. Reuter reports from Rome and Munich.

"Women and children would probably be the first to cross the borders and estimates forecast a flow of some 40,000 people," Mrs Margherita Boniver told reporters.

Her ministry is working with the interior, defence and civil protection ministries to coordinate responses to any influx. Mr Nicola Capria, civil pro-

tection minister, said: "We hope the conditions for an exodus will not be brought about. But if it does take place, we will tackle it."

Italy is anxious to avoid a repeat of the Albanian refugee exodus last March, when the government was taken by surprise by more than 20,000 people who fled across the Adriatic to ports on the southeast Italian coast.

Italy has said Albanian refugees who have not been granted political asylum or found a job by mid-July will be sent home.

Meanwhile, some German tourists, desperate to escape fighting in Yugoslavia, altered their tickets so they could catch the first ferry out yesterday, a spokeswoman for the German motor club ADAC said.

"Some wanted to get on that boat at any cost," she said, adding that they had altered their tickets to get on the first sailing rather than the second.

About 1,000 mostly-calm tourists sailed on the Marco Polo to the Italian port of Trieste. The boat was chartered by the ADAC to help

ferry some of an estimated 30,000 German tourists out of Yugoslavia.

In Bonn, the foreign ministry repeated its call for Germans to avoid travelling through Slovenia and Croatia to Austria.

The local clinic in the Yugoslav border town of Gorzja Radgona, close to Austria, was fully staffed yesterday and was turning away ordinary patients as it prepared to receive battle casualties, Reuter adds.

Unfortunately we are waiting for the injured soldiers from either side," Dr Miran Ostas, head of the clinic, said.

## CSCE calls for immediate end to hostilities

By Robert Mautner and Ariane Genillard in Prague

A DESPERATE attempt to prevent Yugoslavia descending into bloody civil strife was launched yesterday by the 28-nation Conference on Security and Co-operation in Europe.

Senior officials from the member countries, including the US, Soviet Union, Canada and all European countries, quickly adopted a declaration calling for an immediate end to hostilities between the warring factions in Yugoslavia.

The declaration also called for a return to barracks by the federal Yugoslav and Slove-

nian forces and for a resumption of political control over all armed forces in Yugoslavia.

The officials were meeting under the special emergency procedure agreed at a CSCE ministerial conference in Berlin two weeks ago.

This mechanism allows the CSCE to make recommendations and offer its good offices to the conflicting parties. However, the CSCE, which can only make decisions by consensus, cannot impose solutions on member countries.

In his opening speech to the

meeting, President Vaclav Havel of Czechoslovakia said that a high-level group of observers could be sent by the CSCE to Slovenia and Croatia.

This would then report back to the organisation's ministerial council. On the basis of the group's findings, the council would decide on whatever further action it deemed necessary.

President Havel also suggested "a universal embargo" on arms exports to the whole of Yugoslavia.

However, the Czechoslovak

president warned that no final solution to the Yugoslav crisis was likely to emerge from the conference.

"Nobody expects that all the accumulated problems can be resolved without a complex and probably lengthy process taking place."

The CSCE's efforts to end the conflict in Yugoslavia and establish a breathing space during which the warring factions could work out a more permanent settlement, is taking place in parallel to a similar mission by the European

Community. But delegates to the conference here made no attempt to hide their scepticism about the practical contributions they could make.

"It's always too late. Such a conference cannot send troops to Yugoslavia," said Mr Jiri Dienstbier, the Czechoslovak foreign minister.

"We can only present ideas to all parties involved in the region and convince them that the only way to achieve their goals is in a peaceful and democratic manner."

## Diplomacy tested by territorial integrity

Edward Mortimer in London and Lionel Barber in Washington on the west's stance

EUROPEAN Community states were considering yesterday whether to recognise Slovenia and Croatia if the Yugoslav federal army did not cease hostilities.

Yet nine days ago, when the two Yugoslav republics unilaterally declared their independence, they encountered virtually unanimous official disapproval. No foreign governments recognised the new states.

Only a week earlier, in Berlin, the foreign ministers of the

35 states of the CSCE had appealed to Croatia and Slovenia to remain in the Yugoslav federation, while urging Serbia to negotiate with them on changes in governmental structure which would, they suggested, preserve Yugoslavia's political and territorial integrity.

Mr James Baker, US secretary of state, flew straight from Berlin to Belgrade to take that message personally to Yugoslav leaders. The US, he warned, would "neither encourage nor reward unilateral actions" leading to secession.

That warning was repeated after the event in a joint White House-State Department statement. "The United States," it said, "continues to recognise and support the territorial integrity of Yugoslavia, including Croatia and Slovenia."

In Europe, the US does not want to seem to be advocating a break-up of the Soviet Union. Also, the Bush administration

believes that in post-cold war Europe crises it is up to Europeans, specifically the EC, to take the lead.

The earlier position was also dictated by western reluctance (especially after the unhappy experience with the Kurds in Iraq) to seem to be egging on ethnic minorities to a collision course with the central authorities.

It is weakness, which became rapidly apparent as events unfolded, was that it put the west in the camp of the still-Marxist Yugoslav army and the proponents of a greater Serbia, putting too much emphasis on order at the expense of self-determination and democracy.

Mr Lawrence Eagleburger, a former US ambassador to Yugoslavia, said now deputy secretary of state signalled the US policy shift at the weekend, making clear that the status quo in Yugoslavia had become untenable.

"It is absolutely essential," he said, "for a different configuration in Yugoslavia, that the sovereignty of those republics and their democratic, market-oriented process must continue, that we are against the use of force to maintain the federation as it now exists. We're against the use of force period, but what we want is a new confederation."

By Tuesday, the State Department was speaking out much more freely about the desirability of autonomy for Croatia and Slovenia, even declaring that it would accept independence of a greater Serbia, putting on condition that it was achieved peacefully.

European governments at first were as cautious as the Americans, but in fact their perspectives varied with their geographical situation and their own domestic problems. France, Romania and the Soviet Union - all states with a centralist tradition, fearful of

separatism among ethnic or linguistic minorities - have been the firmest supporters of Yugoslav territorial integrity, while Austria, with close historical and geographical ties to Croatia and especially Slovenia, has been much the most sympathetic to their point of view.

Germany too has been sensitive to the breakaway republics' predicament, partly, but not only, because it is host to a substantial population of Croat Gastarbeiter.

Perhaps the most forthright in admitting the reasons for his shift in policy has been Mr John Major, the British prime minister. During the Luxembourg summit last weekend he was still saying publicly that "the first prize is to hold the [Yugoslav] federation together". Yet inside the meeting he was warning that this would probably prove impossible, and that western public opinion would back the Slovenes.

## Defensive force that changed tactics

By David White, Defence Correspondent and Judy Dempsey

YUGOSLAVIA has one of the biggest armies in eastern Europe, with total forces of 180,000, excluding 15,000 frontier guards who also come under the command of the defence ministry.

Compared to the countries of the former Warsaw Pact it is relatively under-equipped in terms of tanks and armoured vehicles because of its non-aligned defence posture, with fewer than its eastern neighbours Bulgaria or Romania.

All available figures ignore how much the federal armed forces and reserve may have fragmented along ethnic lines since the conflict began.

The figures show that the air force has more than 450 combat aircraft and about 300 armed helicopters, more than any of its immediate neighbours, including the two Nato members Italy and Greece.

According to the Military Balance published by the International Institute for Strategic Studies (IISS), the Yugoslav

## Yugoslav federal forces

Commander-in-chief: President Slobodan Milosevic

Defence minister: General Vukobratovic

Chief of staff: General Slobodan Adzic

Head of military intelligence: General Miroslav Negovanovic

Total forces 180,000

Army 138,000

Air force 450 (conscripts)

Navy 10,000

Personnel 138,000 (conscripts)

440,000 reserves

Hardware 1,850 heavy tanks

(about 300 modern)

6,000 artillery guns

160 multiple rocket launchers

Over 450 combat aircraft

200 armed helicopters

4 frigates

59 patrol & coastal craft with missiles & torpedoes

Source: IISS 1991 Military Balance

man and Yugoslav designs, a similar number of mortars, and 180 multiple-rocket launchers.

The air force is made up of fighter squadrons equipped with Soviet MIG-21s and the latest MIG-29s, and ground attack and reconnaissance units using locally made fighters-trainers. Armaments include two types of air-to-ground missiles, the US AGM-65 Maverick and the Soviet AS-7 Kerry. Its combat helicopters include versions of the French Gazelle, made under licence.

The army is financed by the federal budget, and not by the individual republics. About 47 per cent of the federal budget, or \$2bn (£1.2bn), was allocated to the army last year. This accounts for 3 per cent of GDP. The finances are used specifically for the running costs of the army, and pensions.

The army supplements its income through some of the revenue from arms exports, which last year totalled more than \$4bn.



## Notice to the WARRANTHOLDERS of NICHIREI CORPORATION

(the "Company")

Bearer Warrants to subscribe for shares of common stock of the Company

Issued in conjunction with

U.S.\$100,000,000 1 1/2% per cent. Guaranteed Bonds due 1992  
U.S.\$50,000,000 2 1/2% per cent. Guaranteed Bonds due 1994  
U.S.\$100,000,000 4 1/2% per cent. Bonds due 1992  
U.S.\$150,000,000 4 1/2% per cent. Bonds due 1993

"Adjustments of Subscription Prices"

Notice is hereby given pursuant to Condition 7 of the Terms and Conditions of the Warrants that as a result of the issuance of U.S.\$100,000,000 5 1/2% per cent. Bonds due 1998 with Warrants and DM130,000,000 4 1/2% per cent. Bonds 1991/1996 with Warrants by the Company on 25th June, 1991 with the initial subscription prices per share of Yen 810 determined on 11th June, 1991, being less than the current market price per share of Yen 891.40 as of such date, the Subscription Prices of the captioned Warrants are adjusted as follows:

- Warrants issued with U.S.\$100,000,000 1 1/2% per cent. Guaranteed Bonds due 1992 and U.S.\$50,000,000 2 1/2% per cent. Guaranteed Bonds due 1994
  - Subscription Price before adjustment: Yen 974.00
  - Subscription Price after adjustment: Yen 968.90
  - Effective Date of the adjustment: 28th June, 1991 (Japan time)
- Warrants issued with U.S.\$100,000,000 4 1/2% per cent. Bonds due 1992
  - Subscription Price before adjustment: Yen 1,077.00
  - Subscription Price after adjustment: Yen 1,071.40
  - Effective Date of the adjustment: 28th June, 1991 (Japan time)
- Warrants issued with U.S.\$150,000,000 4 1/2% per cent. Bonds due 1993
  - Subscription Price before adjustment: Yen 1,210.00
  - Subscription Price after adjustment: Yen 1,203.50
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Airlines  
take  
avoiding  
action

by Andrew Bolger

INTERNATIONAL operators have avoided flying over the Balkans since the conflict in Yugoslavia began. The British government has urged airlines to avoid the region, but the industry has been reluctant to do so. The conflict in Yugoslavia has led to a ban on flights over the region, but airlines have been reluctant to comply with the ban. The British government has urged airlines to avoid the region, but the industry has been reluctant to do so.

# Camels ride to Yavlinsky takes to road in search for converts

By Nikki Tait in New York

RJR Tobacco International, part of the large RJR Nabisco consumer products group, said yesterday it had signed a joint-venture agreement with the Soviet Union which would allow it to produce significant numbers of cigarettes in the Soviet Union by the middle of next year.

Camel cigarettes, the world's largest brand, after China and the US, with some 70m people smoking around 470m cigarettes a year, Soviet output has ranged between 350m and 400m units in recent years.

By Quentin Peel in Bonn

CALL it the Grand Bargain, or more modestly, the Window of Opportunity: the Harvard-Yavlinsky plan to persuade the west to help transform the Soviet Union into a market economy was on sale (metaphorically speaking) in Germany yesterday.

It is a matter of preaching to the converted in Bonn. Of all the Group of Seven industrialised states which will bear out President Mikhail Gorbachev on his economic plight in two weeks time, Germany is the most inclined to do something about it. The problem is that the German kiddy is here: all the cash is being spent on the former East Germany. All that is left is goodwill. Yet that is the first commodity which the authors of the plan are after.



Prof Grigory Yavlinsky: trying to persuade the west to recognise a window of opportunity

## Brussels approves Ford/VW plant aid

By David Buchanan in Brussels and William Atkins in Paris

BRUSSELS (Reuters) - The European Commission yesterday approved aid for a Ford and Volkswagen plant in Portugal. The aid is for the construction of a new plant in Matra, which will produce cars for the Portuguese market. The aid is for the construction of a new plant in Matra, which will produce cars for the Portuguese market.

## Industrial output declines by 0.2% in west Germany

INDUSTRIAL production in west Germany fell a provisional 0.2 per cent in May against a month earlier, after a revised fall of 0.8 per cent in April, the Economics Ministry said, Reuters reports.

An Economics Ministry statement said the economy remained robust. Strongest growth was seen in the utility sector, where output expanded 7.5 per cent, and in mining (6 per cent). But manufacturing output fell 0.5 per cent and construction 6.5 per cent.

## Spain-Morocco links grow

By Tom Burns in Madrid

KING Juan Carlos and Prime Minister Felipe Gonzalez of Spain are due in Morocco today to sign a bilateral friendship and co-operation treaty that aims to cement the Madrid government's growing diplomatic and economic links with its southern neighbour.

agreed in 1988. Madrid added a further Ptas25bn in aid last year, and Spanish diplomats said yesterday that the credit ceiling was likely to be raised.

Mahgreb nations with France, Italy, Portugal and Spain, in a first step towards creating a Mediterranean Security and Co-operation Conference.

## France acts on joblessness and professional training

By William Dawkins in Paris

GOVERNMENT and employers in France yesterday launched separate initiatives to combat rising unemployment and improve professional training.

for companies making temporary lay-offs, to encourage them to defer permanent job cuts, less red tape for small businesses taking on their first employees, and the creation of local employment advice centres for the young.

The aid will be in the form of an Ecu500m direct grant (with the EC regional fund providing 70 per cent of this initially), and a five year tax exemption worth up to Ecu47m.

### WORLD TRADE NEWS

## Thailand warned to steer clear of protectionism

Report backs a more liberal trading climate, writes William Dullforce

LIBERAL economic and trade policies have given Thailand one of the world's fastest growing economies since the mid-1980s, but substantial pockets of trade protection remain and could impede future development.

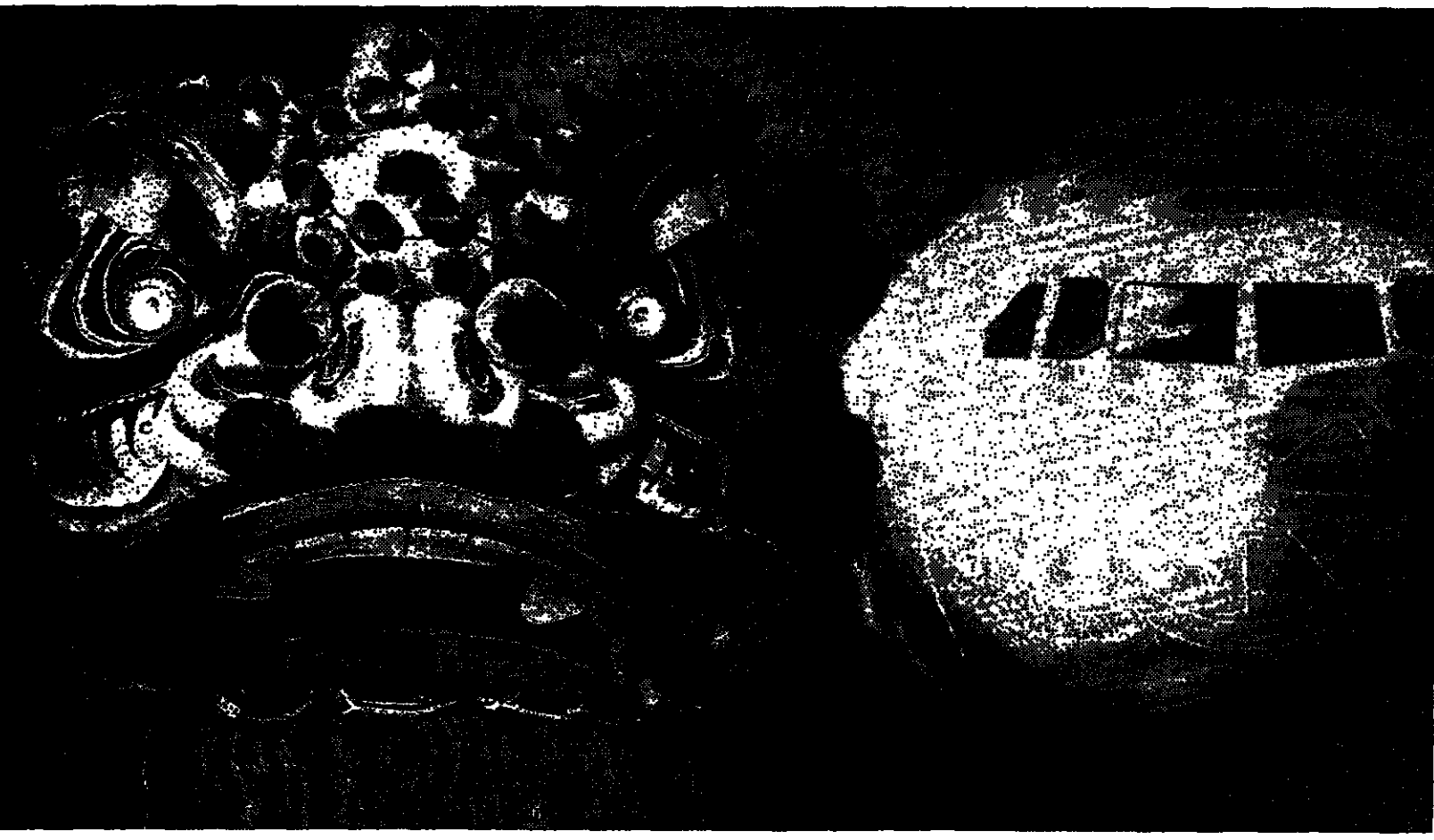
This is the broad conclusion of the first review of Thai trade policy, published yesterday by the secretariat of the General Agreement on Tariffs and Trade. A more liberal and stable trading environment would strengthen Bangkok's hand in overcoming domestic resistance to economic policies and benefit Thailand's trading partners, Gatt says.

## French group in Hungarian sugar deal

By Nicholas Denton in Budapest

BEGHIN-SAY, the French sugar company, took over three Hungarian refineries yesterday, in a deal believed to be worth more than \$40m (\$24.5m).

# EMIRATES. REFINING THE SHAPE OF AIR TRAVEL



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Travel to Dubai from Manchester twice weekly, daily from London Gatwick and three times a week from London Heathrow from 30th June. From the hub of the Gulf, Emirates offers regular flights to Singapore, Bangkok, Manila and now Hong Kong.

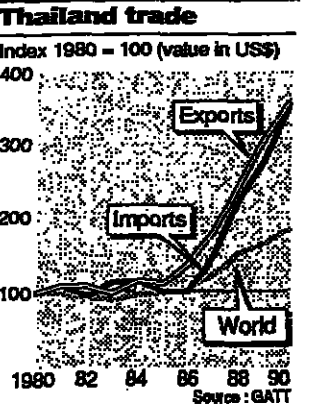
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Mr Tej Bunnag, Thai ambassador, complained to the Gatt council of increasing trade harassment, especially by large nations which "do not refrain from using all measures to protect their domestic industries" and to enhance their competitive positions.

Because of constraints on exports, Thailand resorts to complex mechanisms to allocate quotas on exports of textiles, clothing, sugar and tapioca products, according to Gatt. The sugar quota applies only to the US while the quota for tapioca derives from a voluntary export agreement with the European Community.

## Turkish sell-off suffers setback

TURKEY'S privatisation authority has failed to overturn a court decision suspending the sale of five state cement companies to the French group Societe Ciments Francais, writes John Murray Brown in Ankara.

The court decision casts further doubt over Turkey's privatisation programme which, in 1991, targets to raise T12,500bn (\$355m) from the sale of minority or block stakes in 20 state companies.







## OECD ECONOMIC OUTLOOK

The condition of Europe's largest economy causes concern

## German interest rates expected to rise

INFLATIONARY and fiscal pressures associated with developments in eastern Germany are expected to result in a further rise in German short-term interest rates before the year-end, the Organisation for Economic Co-operation and Development said.

In its latest economic outlook, the agency said it sees no easing in short-term rates in 1992, while long rates, after declining earlier this year, are unlikely to ease further until there are clear signs that Germany's budget deficit is on a declining path.

The condition of Europe's largest economy after union is a matter of timely concern for the economists at the 24-nation Paris-based think-tank. While the OECD believes that most of the likely decline in production in eastern Germany has already occurred, it sees no turnaround in economic activity before the end of this year or early 1992.

The OECD is especially disappointed that wages in eastern Germany are increasing rapidly from levels substantially out of line with productivity. "It now seems unlikely that wage-equality will be substantially achieved by the middle of the decade," the OECD said. "Against this background it seems unlikely that effective unemployment (adjusted for short-time workers) in eastern Germany could be kept below 2.5m in the coming 18 months."

Elsewhere in its report, the OECD expects the US Federal Reserve will shift to a less accommodative stance of monetary policy late in 1992 to head off inflationary pressures.

It argues that the US recession will turn out to be shall-

low, and followed by growth above 3 per cent through 1992 that would exceed the US growth rate of potential output of 2.25 per cent.

The Fed will have to act late next year because there will be only mild downward pressure on inflation. It sees the underlying US inflation rate dropping to around 4 per cent by the end of next year, when economic output may again be close to potential.

Japan will continue to be the fastest growing big OECD economy with gross national product projected to rise by 3.5 per cent both this year and next. During 1992, the OECD sees growth returning near to potential rates of around 4 per cent a year.

The outlook for eastern Europe remains bleak. Although the region is outside

the OECD, the organisation takes a close interest in its economic welfare.

The good news from the organisation is that it can see the "first signs" that the economic reform programmes implemented by Hungary, Poland and Czechoslovakia are beginning to yield results.

The bad news is that output fell in all central and eastern European countries last year

and will continue to fall in 1991. One serious problem is the collapse of trade among the eastern European countries and with the Soviet Union.

This fell by between 20 and 30 per cent last year and a further drop of 30 to 50 per cent is expected in 1991.

The OECD urged its member governments to reduce barriers to imports from eastern Europe.

## Little prospect seen of fall in unemployment in industrialised world

CONDITIONS are favourable for resumed growth in the industrialised world. But the Organisation for Economic Co-operation and Development warns that unemployment, which is high and rising in many countries, is unlikely to decline by much.

In its latest half yearly Economic Outlook, the OECD says that governments will have to take suitable action over a range of policies to ensure and sustain the recovery.

Monetary restraint will be an important weapon in the policy arsenal to prevent the expected economic turnaround developing into renewed overheating.

It will also be important that governments meet their medium-term commitments to reduce budget deficits and so ease upward pressure on interest rates as demands on savings grow.

More work will be needed to remove structural obstacles to flexibility on labour markets.

The "immediate priority", according to the OECD, is to make rapid progress in the Uruguay Round of trade liberalisation talks, including reforming agricultural policies.

This latest assessment of world economic prospects by the Paris-based think-tank

comes at the end of six months in which growth "virtually ceased" in the 24-nation OECD area as a whole. This was the weakest economic performance in the developed industrialised world since 1982. Although Germany and Japan continued to grow strongly, the US, Britain, Canada and some other countries were in recession.

The OECD, which published the broad outlines of its latest forecasts a month ago, expects growth in the industrial world to recover to an annual rate of around 2.4 per cent in the second half of this year and continue at around 3 per cent in 1992.

But it also believes that unemployment will rise in virtually all OECD countries this year and is likely to increase, or at best stabilise, in 1992.

The outlook forecasts that unemployment in the OECD member states will rise to 2.5m by the middle of next year - about 4m more than in 1990.

The average rate of unemployment in the OECD next year could be more than 7 per cent, with 9 per cent in Europe, marking an increase in each case of 1 percentage point from the cyclical lows of early last year.

The OECD expects the US will spearhead the recovery and that the slow-down in growth that it anticipates for Japan and Germany will be limited.

It bases its cautious optimism on a rebound of confidence after the Gulf war, lower interest rates and some easing of inflationary pressures.

The use by governments of "automatic stabilisers" to offset cyclical weakness in demand and a general absence of unwanted inventories should help economies pick up.

In addition it believes that some of the fundamental factors that sustained eight years of expansion until last summer have lost none of their strength. Monetary policy remains a credible anti-inflationary tool. Some previously lax governments appear more determined to exercise control over their budgets in the medium term. Moreover, current account imbalances have declined.

But the OECD sees little reason for complacency. Mr David Henderson, the head of the organisation's economics and statistics department, said in Paris yesterday that the projected return to stronger growth next year will leave a combination of inflation and unemployment rates that give grounds for concern.

The European members of the OECD, for example, are expected to show an average inflation rate of just over 5 per cent and an average unemployment rate of 9 per cent in 1992. It tells these countries, among others, to "exercise sufficient monetary restraint to avoid economies becoming overheated once again".

Indeed, the OECD believes the margin of error involved in easing monetary policy with out fuelling inflation is now much lower than at the beginning of the 1980s, even though inflation rates are lower. This means that curbing unemployment must depend on structural reform to improve the functioning of labour markets.

Mr Henderson admitted yesterday that such reform is not easy. It involves action at national level to reduce dependency on benefits, for example, or to implement remedial further education and training for large sections of the labour market, whose skills are inadequate or becoming obsolete.

Internationally, the OECD pleads for more trade liberalisation, saying that this should affect countries outside the OECD as well as in it. It says it is important that OECD governments act in accordance with their off-repeated intentions to bring the Uruguay Round to a successful close.

It laments that "almost no progress" has been made in



David Henderson: likely that inflation and unemployment rates will cause anxiety

implementing agricultural reform principles adopted by OECD ministers in 1987. Total transfers from taxpayers and consumers to agricultural support are estimated to have reached a record \$300bn last year.

Looking ahead, there are plenty of problems. Policies to support so-called strategic technologies and national rules governing cross-border investment are a source of increasing international friction.

Migration across national borders is also beginning to pose difficult problems for some countries.

And despite the OECD's growing ties with nations in eastern Europe and Asia and all the talk of closer international economic integration and globalisation, Mr Henderson, for one, still thinks there is a long way to go.

"Even now, despite all that has happened since the Second World War, including the recent developments which have given rise to all the talk about globalisation, the world economy in June 1991 is clearly far away from full integration than it was in June 1914," he said yesterday.

"This means that the scope for further moves towards integration is very great. . . and also therefore are the potential economic gains associated with it."

OECD Economic Outlook, Number 49, July 1991. From OECD Publications, 2 rue André-Pascal, 75775 Paris Cedex 16. FF110 or £13.50 from HMSO.

## GROWTH OF REAL GNP/GDP IN THE OECD

	1990	1991	1992
United States	0.9	-0.2	3.7
Japan	5.8	3.5	3.5
Germany	4.5	-2.8	2.2
France	2.8	1.4	2.7
Italy	2.1	1.7	2.7
UK	0.6	-1.8	1.6
Canada	0.9	-1.0	3.1
G7 Total	2.6	1.1	3.0
Other OECD Countries	2.8	1.5	2.3
Total OECD	2.6	1.1	2.8

\* sor.

## Kuwait delays inter-bank payments

Victor Mallet, Middle East Correspondent

QWART yesterday postponed the last minute in the title the backing of Kuwait transactions by the Kuwaiti financial institution over from August 1st, the day before the

After much indecision, the central bank had finally agreed yesterday as the setting of an estimated \$100m outstanding inter-bank payments, principally to the

some transactions, but about to be effected, Kuwaiti plans were delayed by the National Bank of Kuwait, which made profits last year without central bank

It was known to be a banks ready to meet advances yesterday.

Bankers had been hoping that an interest rate would be restored to allow them to form a policy for domestic credit to provide longer term

ward cover to improve. "Everything is not planned. Settlement has been postponed," said one

resterday. "One would that the funds were available."

The central bank, facing heavy demand for dollars, anxious Kuwaiti, has delayed the lifting of the exchange control

August 1.

Kuwaiti police said yesterday that an attempt to surrender weapons left from the Gulf war had failed. Reuter reports

Kuwait City. The police would have to root out still in private hands.

UK suspends aid to Sri Lanka

By Alexander Nicol, Asia Editor

BRITAIN yesterday said to Sri Lanka and its army units in protest at the expulsion last month of David Gladstone, the

commissioner.

Sri Lanka had said Gladstone, who had been the country's human rights record, of interfering

local government elections.

Mr Mark Lennard, foreign office minister, said yesterday that the

which was "wholly unjustified".

Britain, which had to grant about \$10m to Sri Lanka this year, said

new aid would be a new high commission in place to review any

the light of the rights situation at the Foreign Office

will adopt a more "policy" on arms sales.

It intended Mr Lennard's successor to be appointed to ensure the

voice continued to be as possible, even human rights

1 party

iam Keeling

democratic

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General

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## Britain will show minimal growth

BRITAIN will achieve only minimal growth between now and the end of this year and is set to grow more slowly than all other Group of Seven countries in 1992, the Organisation for Economic Co-operation and Development said.

The OECD forecast that the UK economy will grow at an annual rate of only 0.3 per cent in the second half of 1991, following the sharp recession that began last summer.

Although the Paris-based agency said there are now signs that the fall in output in Britain has reached bottom, it added that real gross domestic product in the first half of this year might have been some 3 per cent below that of the same period last year.

This would be as severe a drop over 12 months as in the 1980-81 recession. The organisation expects the present UK recession to be shorter than that of 1980-81 when output fell for over a year and a half. But it warned that unemployment is likely to continue rising to between 2.6m and 2.7m - around 10 per cent of the labour force.

Britain's weak growth outlook - with real GDP growth projected to remain below the growth of potential output until the end of next year - contrasts with that of the other

members of the G7.

Only Germany is expected to achieve growth at an annual rate of less than 2 per cent in the second half of this year. Canada, which like Britain has suffered a sharp recession, is expected to grow by an annual 2.1 per cent rate in the next six months.

The OECD expects that a revival in exports and consumption will fuel Britain's modest recovery over the rest of this year. Because of companies' poor balance sheets improved cash flow is unlikely to result in higher investment before 1992. It warned that recovery could be hesitant or delayed if the private sector takes longer than expected to reduce its debts.

The bleak outlook for output and employment "entirely reflects the stubbornness of core inflation" in Britain.

Although the 12-month rise in the retail prices index might drop to 4 per cent by the end of 1991, total unit labour costs might still be in the 5-6 per cent range.

The OECD complained that nominal wages were responding relatively slowly to high unemployment. But a wide range of wage increases in the 0.12 per cent span implied an important break from past patterns.

A better output and employment outlook would require a prompt adjustment in wage and price setting to Britain's membership of the European exchange rate mechanism.

"Although it is still too early to judge, there are some signs that attitudes in this respect may be beginning to change."

## HIGHLIGHTS OF THE OECD UK FORECAST

(Percentage changes, seasonally adjusted at annual rates, volume)

	1990	1991	1992	H1,91	H2,91	H1,92	H2,92
GDP	0.6	-1.8	1.8	-2.0	0.3	1.8	2.4
Total Domestic Demand	-0.1	-2.7	1.8	-3.1	-0.1	2.0	2.7
Private Consumption	1.0	-1.0	1.8	-1.0	1.2	1.8	2.0
Industrial Production	0.9	-1.2	1.4	-1.8	0.5	1.5	2.1
Gross Fixed Investment	-1.9	-9.4	1.0	-10.0	-3.4	2.0	3.8
Consumer Prices	4.7	6.0	4.5	6.8	5.3	4.4	4.0
Exports	4.8	-0.2	4.9	-1.1	4.5	5.0	5.0
Imports	1.8	-3.2	4.7	-4.7	2.8	5.0	5.8
Current Balance (\$bn)	-22.7	-11.0	-12.0	-6.0	-8.0	-6.0	-6.0
Unemployment Rate (%)	5.5	8.2	9.5	7.8	8.8	8.8	8.8

\* Goods and services; † National accounts implicit private consumption deflator.

## Warning on off-budget liabilities

OECD member states are becoming exposed to large contingent liabilities through the widespread expansion of financial guarantees, special credits to business and substantial export-credit guarantees, the OECD warned.

The possible future costs of these programmes are not immediately visible and reliance on past loss rates to predict future losses "can result in unpleasant surprises".

Such off-budget liabilities can lead to public debt levels much higher than planned.

The OECD is clearly disturbed by the experiences of:

• The US, where the budget deficit was pushed up by the cost of financing the Resolution Trust Corporation (RTC), set up to deal with losses of failed savings and loan institutions;

• France, where the government has had to increase budget outlays this year by FF85bn (\$500m) to FF65bn to cover losses by Coface, the publicly owned export credit agency;

• Germany, where the loan guarantee activities of the Treuhandanstalt represent a similar potential burden.

## AMERICAN NEWS

## Argentina's trade union leaders break with Menem government

By John Barham in Buenos Aires

ARGENTINA's trade union leaders have broken their alliance with President Carlos Menem's Peronist government. Three veteran trade unionists, angered by Mr Menem's departure from Peronist ideals, plan to form an opposition party to fight mid-term congressional elections due in September and October.

Mr Menem is scrapping economic policies and union privileges introduced by General Juan Peron in 1945.

He has undermined the unions as no previous president has dared and wants to reform the rigid labour market.

He is also privatising state-owned companies and the Labour Ministry has ruled that wage indexation is illegal.

Worst of all for his opponents, Mr Menem has ordered independent audits of corrupt union welfare organisations.

The president says Gen Peron would adopt the same policies were he alive today. Mr Lorenzo Miguel, the grand old man of Argentine trade unionism, retorted: "I am on the side of the Peron of 1945."

He has worked to block reform legislation in congress.

The three leaders, Mr Luis Barrionuevo, Mr Saúl Ubaldini and Mr Miguel, have buried their differences to form an anti-government alliance. They are also trying to reconstitute a Peronist union grouping known as the 93 Organisations.

Mr Barrionuevo was head of ANSSAL, a government-run union welfare organisation, and a fervent supporter of Mr Menem until he was fired in January after a bitter round of government indicting. He has become a virulent critic of Mr Menem.

Mr Ubaldini, who heads a

disident union umbrella organisation, attacked government policies from the outset, but suffered from Mr Menem's success in drawing unions away from his organisation to a pro-government grouping.

Mr Miguel, leader of the powerful UOM metalworkers' union, until recently sought accommodation with Mr Menem. He is outraged by the government's plan to privatise SOMISA, a giant loss-making steel mill and is supported by the oilworkers' union, which is upset by the gradual privatisation of YPF, the government oil company.

Argentina's trade surplus fell 40 per cent in the first two months of 1991 to \$589m (\$359m), with exports of \$1.48bn and imports of \$891m. The government estimates a further 48 per cent decline in the March surplus to \$45m.

THE CRY of *huelga*, *huelga* (Strike!) that resounded across the copper workers' union hall at Chuquibambata on Sunday signalled the end of the honeymoon between Chile's labour movement and President Patricio Aylwin's 15-month-old government.

Chuquibambata's 9,000 miners have closed down the world's biggest copper mine for the first time in 19 years. The strike promises to be long and bitter, for political rather than economic grievances are at issue.

The militant Copper Workers Federation (CTC), banned from striking at the state-owned mine during General Augusto Pinochet's 1973-1990 dictatorship, has seized on the breakdown of negotiations for a new two-year contract to test its strength and settle old scores.

Top of their hit list is Mr Holger Bannach, Chuquibambata's long-serving general manager. The unions accuse Mr Bannach of ruling the vast copper complex in the middle of the Atacama desert with an authoritarian hand.

Codelco, the state copper corporation, defends Mr Bannach as one of its most experienced executives. Chile's biggest company is under pressure to keep down costs at its ageing mines as its profits - \$1.58bn last year - provide a quarter of the Treasury's income. And although the government has refrained from intervening in the conflict so far, it is tacitly backing Codelco's tough stance of no wage increases.

The government regards

Codelco's wage negotiations with the 19,000-strong CTC as the key labour test of its four-year term. If it allows Codelco to cave in at Chuquibambata, it will set the benchmark for wage settlements at the state company's three other mines. This in turn might unleash an avalanche of inflationary pay claims throughout the public sector. More than 200,000 workers in Chile are due to negotiate new collective contracts this year.

A winter of discontent could throw the government's conservative macro-economic management awry. Mr Alejandro Foxley, the finance minister, has won accolades of praise from the business community at home and bankers abroad for resisting the populist temptation of fudging large democracies to grant large wage increases upon winning office.

Mr Foxley says he runs a "conservative fiscal policy with progressive ends". But his plans to improve the lot of the 5m Chileans who live below the poverty line do not include large cash handouts for copper workers, the country's "labour aristocracy".

There are signs, however, that the wider labour movement is becoming disillusioned with the government they helped place in power. Hundreds of school teachers marched through the heart of Santiago this week to protest against what they say are starvation wages. Health workers have held similar protests.

More than 300 former civil servants, a fraction of those



Aylwin: end of 15-month honeymoon with the unions

sacked for political reasons by the previous regime, are on the third week of a hunger strike to press for their re-instatement. In the private sector, 700 telecommunications workers at Telex-Chile are on strike.

Railway workers are threatening strike action against the transport ministry's plans to privatise freight services. When Mr Carlos Ominami, the socialist trade and industry minister, tried to convince unions recently of why the loss-making state railways needed a large injection of private capital, he was shunned down with cries of "traitor" and *contrarrevolucion* - an insult reserved for those who champion Gen Pinochet's economic record.

Union leaders, praised for

their maturity and restraint during Chile's delicate political transition, have begun to remind the country's new rulers that they bore the brunt of the military regime's repression while most of the political opposition was sitting it out in exile.

Although the present government is gradually reforming the military regime's draconian Labour Code, the unions feel they have been excluded from President Aylwin's "democracy of consensus".

And while many Chileans envy the \$1,000-a-month salaries of copper workers, a strike banner at Chuquibambata which read "Yesterday we fought for democracy, today for dignity" has struck a chord of sympathy.

## Germans pledge \$3bn investment in Mexico

GERMAN companies have pledged about \$3bn (\$1.5bn) in investment in Mexico, chiefly in the car, petrochemical and tourism industries, the government said, Reuter reports from Mexico City.

The office of President Carlos Salinas, who is on a European tour that included a stopover in Germany earlier this week, said the investments were a direct result of the state visit.

However, at least one of the projects, a \$1bn investment from Germany's Volkswagen for increasing vehicle output in Mexico, had been previously announced.

The president's office quoted Mr Jaime Serra Puche, Mexico's trade minister, telling reporters in Prague, Czechoslovakia, that Germany's Hoechst had pledged to sink \$800m into a Mexican petrochemical plant and other German companies had earmarked \$650m for the tourism industry.

Mercedes-Benz, the automotive unit of Daimler-Benz, said on Tuesday it was considering building an assembly line for its luxury cars in Mexico to add to its truck production operations here.

The German investment underlines Mexico's growing importance as a production site for carmakers and other industries as the country moves towards a proposed free trade agreement with the US and Canada.



## UK NEWS

## British economic strategy fails to impress OECD

By Peter Norman, Economics Correspondent

THE UK government's handling of the economy yesterday came under renewed attack following publication of a report from the Organisation for Economic Co-operation and Development that points to a very slight recovery this year.

In its latest half-yearly Economic Outlook, the Paris-based OECD forecast UK growth of 0.3 per cent at an annual rate between now and the end of 1991, a continued decline in investment and rising unemployment.

Although the OECD said that there were signs that the UK recession "may have reached bottom", it warned that overall economic growth would remain below the growth of potential output until the end of 1992.

Against a background of projected recovery in the industrialised world from near stagnation in the first six months of this year, the OECD expects the British economy will grow by 1.6 per cent next year, below the projected OECD average of 2.9 per cent and forecast EC growth of 2.4 per cent.

Mr John Smith, the shadow chancellor, said the OECD report showed that Britain

would have the poorest growth and investment performance among the Group of Seven leading industrial nations and in the European Community this year, and would be bottom of the G7 and second to bottom in the EC in 1992.

With the OECD projecting falling UK employment both this year and next, Britain would be the bottom of the league for job creation in the G7, the EC and in the 24-nation OECD itself, he said.

Government policy also came in for criticism from Mr John Bannham, the director general of the Confederation of British Industry, who renewed his call for an immediate cut in UK interest rates last night.

However, Treasury officials said that the OECD forecast tallied fairly closely with the government's own forecast for the UK economy that was made at the time of the March Budget.

They said they saw no reason to change that forecast which envisages an overall drop of 2 per cent in real gross domestic product in 1991 compared with 1990 and growth of 0.75 per cent between the first and second halves of this year.

## British Rail announces £42.4m operating loss

By Richard Tomkins and Andrew Taylor

BRITISH RAIL, the state-owned railway network, yesterday announced operating losses of £42.4m in the year to March 1991.

The corporation's financial difficulties, which follow last year's £26.4m operating loss, are a severe setback to government plans to privatise the railways.

BR was also hit by a slump in its property profits which turned the previous year's overall surplus of £28.8m into an overall deficit of £10.9m.

Sir Bob Reid, BR chairman, said: "That is the measure of the change that a year can bring in the fortunes of an industry so dependent on the

health of the national economy for its own well-being."

He later told MPs at a House of Commons transport committee that the railway at present was "not an attractive private sector investment".

"The further downturn in performance means BR is falling far short of the progress needed to fulfill the main financial targets which the government had asked it to achieve by March 1990."

The results are likely to undermine government attempts to find a buyer for the railways in the foreseeable future without lowering the sale price to politically unacceptable levels.

## Car makers expected to match Ford price cuts

By Kevin Done, Motor Industry Correspondent

LEADING UK car makers and importers are expected soon to cut prices of selected models in response to the far-reaching price cuts announced yesterday by Ford, the UK car market leader.

Ford said that in the face of the continuing deep recession in the UK new car market for new cars it was immediately cutting the retail prices of some of its Fiesta, Escort, Orion and Sierra models by £1,000. It is also cutting the price of selected Granada/Scorpio models by £2,000.

The price reduction will be maintained initially for three months, but Mr Derek Barron, chairman of Ford of Britain, said: "We are not saying they will disappear after September. Marketing programmes for the final quarter will be reviewed later."

Ford said it would be funding the price reductions itself, and that dealer margins of around 17 per cent would remain unchanged. Large discounts of 10 per cent to 15 per cent have been increasingly available for negotiation by car buyers with dealers in recent months, said Ford.

It was aiming to gain 26 per cent to 27 per cent of the UK market in the second half compared with 24 per cent in the first five months.

Several other car makers are expected to join the price war shortly in response to Ford's move and the price cuts announced by Nissan UK last week. Vauxhall, which is in second place in the UK market behind Ford, said: "It is our intention to remain competitive."

VAG (UK), the Volkswagen importer, said: "We are very aware that when the market leader makes such significant moves we have to make some response. We are determined to stay competitive."

However, which is in third place in the UK market with a share in the first five months of 15.1 per cent and which has just implemented a 2.5 per cent price increase, was the only leading car maker which said it was determined not to be drawn into a price war.

## Northern Ireland initiative runs out of time

By Ralph Atkins and Our Belfast Correspondent

MR PETER Brooke, Northern Ireland secretary, dashed hopes yesterday of a settlement being reached at the province's first "round-table" talks for 16 years by deciding to bring the negotiations to a close.

After eight days of talks between local political parties, Mr Brooke appeared determined to make a clean break in order to minimise recriminations.

He emphasised, however, the gains he believed had been made and hoped fresh talks would start, "in due course".

Mr Brooke said his action came because of lack of time, rather than insurmountable disagreement. But it represented another setback in Northern Ireland's troubled political history. An intervening general election could stall further initiatives for at least a

year. Ten weeks had been set aside for the talks before the meeting of the Anglo-Irish Conference on security issues planned for July 16.

Seven were taken up, however, by wrangling over the arrangements for when the Irish government would enter, including the identity of an independent chairman.

Unionists had said they would have regarded the talks as having ended if the July 16 meeting went ahead and urged its cancellation.

Mr Brooke insisted that the meeting had been agreed by all parties before-hand. One official said he regarded it as a "point of honour". Mr Charles Haughey, the Irish prime minister, was also adamant that it should go ahead.

The "round-table" talks started with

discussions on a devolved government in the province and were to have broadened to cover Northern Ireland's relations with the rest of the British Isles.

Mr Brooke said that during the talks, "foundations have been laid for progress in the future which neither cynics nor the men of violence will be able to undermine."

He hoped that if he approached the province's political leaders later this year, "I shall receive the same warmth of welcome that we have received on previous occasions".

The talks' conclusion provoked fears that terrorists will feel their hand has been strengthened. Loyalist paramilitaries called a conditional ceasefire for the duration of the talks.

In the House of Commons, Mr Brooke won praise from Unionist and national-

ist MPs for his patience during the talks. In the Commons, at least, the recriminations were limited by Northern Ireland's normal standards.

Mr Ian Paisley, Democratic Unionist leader, accused the Dublin government of "sabotage" and stressed to Mr Brooke the Unionists' continuing antipathy towards the 1985 Anglo-Irish Agreement and the conference process.

Mr John Hume, leader of the nationalist Social Democratic and Labour Party (SDLP), made a thinly disguised attack on the Unionist parties when he said that in future talks should begin without either side setting preconditions.

The SDLP had suggested the 10 week gap between Anglo-Irish conferences should be followed by another gap after the July 16 meeting.

## Ulster adrift again on the tide of history

Ralph Atkins assesses the implications of the breakdown of the round-table talks

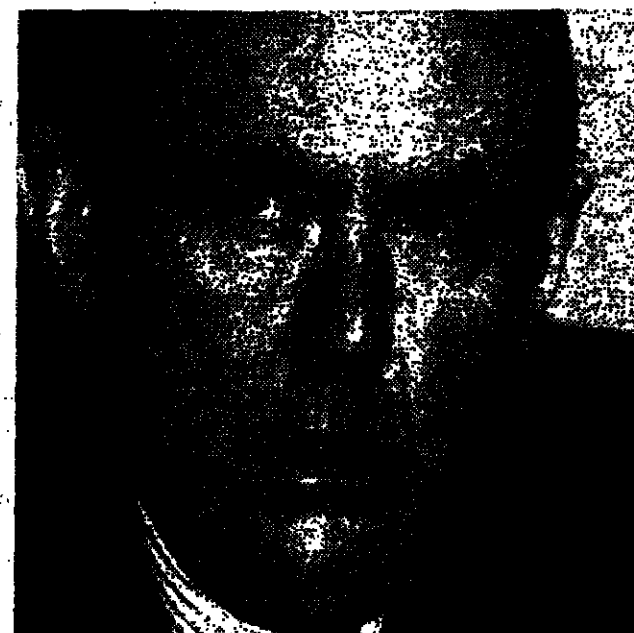
FOR a full eight days, the under-used Stormont parliament buildings outside Belfast flickered with political activity.

The atmosphere was precious but illusory. A news blackout had been imposed. The energies of Northern Ireland's unionist and nationalist leaders were focused, supposedly, on constructing a new form of government in the province. Yesterday the candles finally proved to have been built on sand.

Even in the most hopeful of circumstances for some time, "round-table" talks failed. Mr Peter Brooke was the most conciliatory of Northern Ireland secretaries. Unionists were willing to negotiate; pressure from the two communities for talks was intense.

Now those, including the terrorists, who argue that the only solutions to Northern Ireland's centuries of troubles are the most radical - unified integration with the UK mainland or a united Ireland - have had their hands strengthened.

The accusations and apportioning of blame, has begun. Mr Brooke's task was always unenviable. The positions of the province's parties showed great chasm. And talks involving the Irish government on Northern Ireland's relationship with the rest of the British Isles - the cause of the seven weeks of procedural



Peter Brooke: his task was always going to be unenviable

delay - had not even started. Unionists focused on reinforcing the province's standing as part of the UK and on Ireland's constitutional claim on the north. There was a desire for Northern Ireland's political leaders to be given real power, but deep splits over what form of devolution.

The Social Democratic and Labour Party, which aspires to a united Ireland by peaceful

means, saw talks in the context of the three sets of relationships - between the province's two communities, between north and south Ireland and between London and Dublin. All had to be considered with equal fervour.

In practice, discussions never got beyond those opening positions.

Mr Brooke's initiative was born in the hull in protests that

followed the signing of the 1985 Anglo-Irish Agreement. The pact, which gave Dublin a say in the affairs of the province, had incensed an embittered unionist community.

After the 1987 election the public displays of anger subsided. The Northern Ireland Office began to hope its steadfastness would bring Unionist leaders to the negotiating table.

It did, but, as yesterday proved, there had not been the seismic changes in attitudes required for talks to succeed.

Unionists wanted to talk, to find a way out of their self-imposed isolation. But at the same time they were as stubborn as ever in defending the unionist hegemony in the north of Ireland. Even the most minor of points could not be conceded without bluster and delay. They had no experience at negotiating.

The momentum did not start until Mr Brooke's meticulous 190-crafted speech in January 1990 where he combined hints that the Anglo-Irish Agreement would be re-worked with an observation that there was "enough common ground" for talks to succeed.

Last July, Mr Brooke was on the verge of announcing that a way forward had been found, only to find it stalled by the Irish government's concern over when it would enter talks. The problem was overcome, but never disappeared.

Finally, after 15 months, a deal was thrashed out, with nationalist anxieties helped, perhaps, by a speech Mr Brooke made in November stating Britain "has no selfish strategic or economic interest in Northern Ireland; our role is to help, enable, encourage."

The workings of Anglo-Irish Agreement - most noticeably the regular ministerial conference meetings - were to be suspended for 10 weeks. Suspensions and distrust re-emerged during the seven weeks of delay over procedural arrangements.

A line was drawn over the planned July 16, Anglo-Irish conference. The unionists had been told the 1985 Agreement would be suspended. Now the British and Irish governments expected talks to resume while it came back into operation. Mr Brooke saw agreement on the meeting as a point of honour.

It was the final hurdle that finally exhausted his efforts. What might happen next? Mr Brooke believes talks will resume. But there will have to be a substantial shift in Northern Ireland's intransigent politics if it is to have a greater chance of success.

Meanwhile, the terrorism continues. Almost 8,000 have died so far in more than two decades of "troubles". The damaging impact on the province's economy will continue. The total price of Mr Brooke's failure is incalculable.

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of time

This patience during the Commons, and the fact that the were limited by the normal standard, which the Dublin University and stressed to the 1985 Anglo-Irish Agreement process. Bume, leader of the Fianna Fáil, made a thinly veiled reference to the future talks about their side setting precedents.

story  
able talks

Finally, after 15 months, it was thrashed out by the nationalist and unionist camps, by a speech made in the House of Commons. The British Prime Minister, Mr. James Dolan, said that the Anglo-Irish Agreement was a historic step towards the future talks about their side setting precedents.

Meanwhile, the terms of the agreement were almost 5,000 words long. It was a "troubled" and "negotiated" document. The total price of Mr. Dolan's agreement was not mentioned.

EL

# The family that matters

Ricoh, the international leader in advanced office automation is to boost its European presence following a high-powered symposium in Venice which proved the strength of the company's combination of innovation, product quality, reliability and continued close attention to the human factor

**L**IT only by the flickering candlelight from the crystal chandeliers in the centuries-old Palazzo Pisani Moretta on Venice's Grand Canal, the magician holds up a silk handkerchief. A white dove emerges to join her seven companions who had just as mysteriously appeared. The audience, drawn from all over Europe and Japan, murmur their appreciation.

"Magic is an international language," comments Ryūji Anraku, managing director of Ricoh, the global office automation giant. His colleagues, who come from all corners of Europe and form part of the Ricoh family in Europe, agree. Bearing after an intensive all-day confidential conference, they join in applauding the magician's ancient art.

If magic is truly an international language so, too, is international business.

Ricoh Europe proved that during the Venice meeting, held earlier this month, which drew together its top executives and representatives of all of Ricoh's European marketing and manufacturing subsidiaries and distributors.

As an international leader in advanced office automation, Ricoh is increasing its European presence, particularly in the areas of copiers and facsimile machines.

**LOCAL ROOTS IN EUROPE**  
Recognition of Ricoh's technological strengths is shown by the choice of Ricoh as official sponsor for facsimile systems at the 1992 Olympic Games.

Everyone involved in the Venice conference had already played an important role in establishing Ricoh's place in Europe. For the last decade has brought rapid expansion as Ricoh, which ranks among the top companies in Japan, carefully put down its local roots in the major countries of Europe.

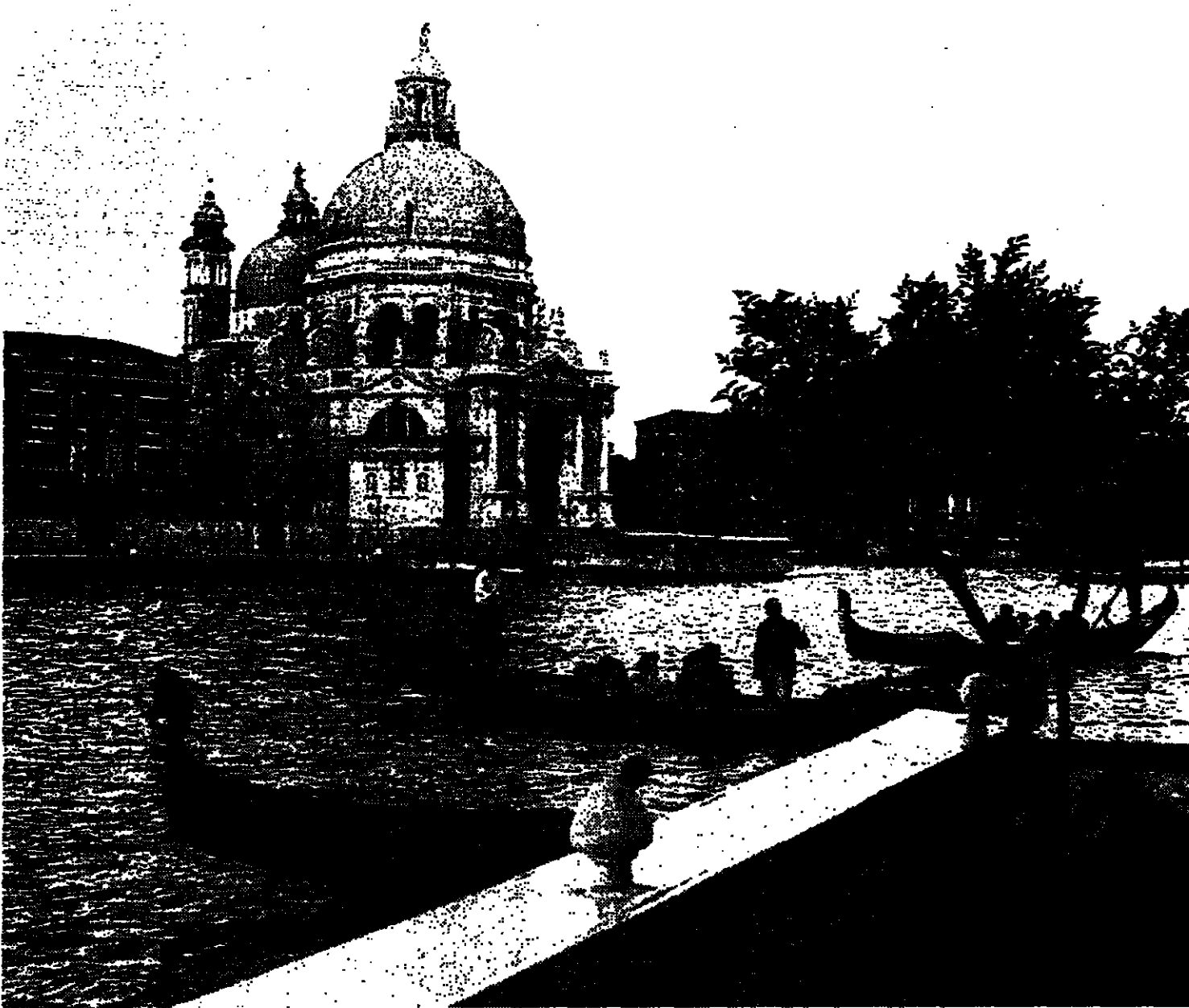
The Ricoh Group in Europe now consists of two factories in Telford, UK, and Colmar, France, service sales subsidiaries, two financial subsidiaries and 11 distributors. More than 2,400 people are now employed by the European subsidiaries and factories.

However, past successes were less important than future challenges at the Ricoh European Partners Association (REPAC), the eighth to have taken place by the first to be held in Venice. For as the discussion moved on from the business outlook in Europe, the specific markets for copiers and facsimiles to the new products planned for the European market in the coming months, it became clear that Ricoh has a number of clear strategic aims and the determination to see them through.

This approach encourages confidence among those at the sharp end of the business - the salesmen and dealers who link the manufacturer with the customer, the most important person in the business.

**AN ATTRACTIVE LINE IN NEW PRODUCTS**  
Mr. Chrys Lemos, managing director of RIMA, LDA, which handles Ricoh's products in Portugal, says: "I like the fact that Ricoh is a big company, spends a lot on research and technology and is producing the kind of new products which are going to be attractive in the Portuguese market."

The managing director of Dordas Bros Graphotechniki S.A., which distributes Ricoh products throughout Greece, agrees. Says Mr. Chrys Dordas: "Ricoh is a good name to sell. Although the market for copiers and facsimiles in Greece is



Timeless Venice: the beautiful Italian city proved an inspiring choice as a conference venue

not very big yet, we have quite a big penetration already."

So what are the main strengths that Ricoh can offer to its distributors and dealers, and through them, its customers in Europe?

First, Ricoh Europe can draw on global strengths. Established in 1956 in Japan, Ricoh has become an international group operating not only in Europe, but also in North America, Asia and the Pacific.

Through 127 subsidiaries worldwide, Ricoh employs more than 37,000 employees, eight research institutes and 24 modern manufacturing plants.

**A LONG HISTORY OF TECHNOLOGICAL BREAKTHROUGHS**  
With the process of localisation, Ricoh has generated jobs, markets and increased prosperity. In Europe alone, some 700 employees work at Ricoh UK Products plant in Telford in England's West Midlands and currently about 500 at Ricoh Industrie France's Colmar plant. Next month Colmar will employ a further 160 at the most up-to-date thermal paper-producing factory in Europe. This will further meet the appetite of a market which is growing at more than 20% a year.

Secondly, Ricoh provides its distributors with the kind of products their customers want by drawing on a history of technological breakthroughs and a current programme of very high spending on research and development.

Ricoh's innovations made it the biggest selling manufacturer of



Teamwork in action: delegates discuss a plan of action

black and white copiers in the intensely competitive Japanese market. The company also created the digital copier market and its Imageio series is still the market leader.

Another example is Ricoh's new FAX 7000L Digital G4, which can fax an A4 sheet of paper on digital lines in a mere 1.5 seconds, seven times faster than most others. By applying Ricoh's digital technology, the Digital G4's high resolution eliminates blur and is virtually free of transmission error.

Ricoh's ingenuity recently won the company its place in the Guinness Book of Records 1991 for its portable FAX 771, which is the smallest in the world. European

businessmen and women on the move can receive or transmit messages from their car on this ultra-compact, lightweight, notebook-sized machine.

**RELIABILITY: THE KEY TO SUCCESS**  
Nor does Ricoh bring competitive strengths in the fax market alone. Its latest copier technology includes the Digital DS20, which is not simply a photocopy but a copying system for producing and recreating superb high-resolution images. And among the examples of Ricoh's colour technology currently on the European market is the NC100 which can produce no fewer than four high definition colour copies per minute.

Asked to name the most characteristic features of any Ricoh machine and the reaction from the group's distributors is unanimous.

"Reliability," says Turkey's Mr. Selim Arkan, general manager of Bilal Bilgi Atacilar Ticaret AS. "Yes, reliable products," agrees Portugal's Mr. Lemos.

But this is only the beginning. Ricoh has an ambitious programme to push ahead in the European market in the three areas of greatest development in the world of copiers and fax technology.

Ricoh sums up the focus for future growth thus:

- Colourisation: the increasing use of colour in the copier field;
- Digitalisation: the increasing use of digital technology in both fax and copiers;
- Networking: the integrating of fax and copier with printers and the desk top computer.

"Colour and digitalisation are undoubtedly the way of the future,"

says Ricoh Europe's Eric Huygen, deputy general manager based at the group's European headquarters at Amstelveen, just outside Amsterdam in The Netherlands. "The march of colour is unstoppable. Just look at what happened to black and white television sets once the colour television was introduced."

There will still be a place for black and white, of course, but the percentage of colour copiers is set to rise sharply from its present level. The result will be an expansion of the overall market for colour as well as black and white.

**RICOH PRODUCTS HAVE THE COMPETITIVE EDGE**  
As for networking, the process is already happening in Japan where Ricoh has developed machines which will act as fax, copier and printer linked to a computer terminal.

They have not come to Europe yet. But they are on their way and when they arrive the early technical setbacks involved in their development - "the childhood illnesses" as Eric Huygen charmingly calls them - will belong to the past.

"I think the future looks bright for us," says Mr. Beat Oberholzer, president of Cellpack Ltd in Switzerland, who has just returned from a trip to Japan where he had seen many of Ricoh's latest products. "All of us involved in distributing Ricoh products in Europe will have a competitive edge," he adds.

This was a very strong feeling among Ricoh's distributors and dealers gathered in Venice. The beautiful, historic city Venice was a particularly suitable venue, as the hosts were Ricoh Italia S.p.A., the newest member of the Ricoh family, which was fully incorporated within

Ricoh Europe only last September. Ricoh's geographical spread of operations is now very strong in Europe ranging from Curt Enstrom AB and Carl Lamm in Sweden and Magne Ore AS in Norway to Artaker Büroautomation Handelsges MBH of Austria, where the 1990 REPAC meeting was held, Eskofot AS of Denmark to Office Technology of Malta.

Most of those attending the Venice meeting have had a long and enduring business relationship with Ricoh. Some, for example, like Greece's Dordas brothers and Switzerland's Beat Oberholzer, remember attending the first REPAC meeting in Tokyo way back in 1983. Since wives also attend these events, they have been able to keep in touch not only every year at the conference but during the year as well.

**A CLOSE, COMFORTABLE WORKING RELATIONSHIP**

"Wives keep in touch during the year. They swap stories about children or grandchildren with friends who may have gone back to Japan or others in Spain or Sweden," says Beat Oberholzer. "When we talk about the Ricoh Family, it is not just talk... it is a fact of our lives."

Those involved with the newest member to the family, Ricoh Italia, would agree, for although Ricoh Italia was formed formally on September 26 1990, the company's president Mr. Attilio Gecchelle's links with Ricoh go back very many years. "And these have been very happy ones," he adds.

In many ways it is an object lesson in the ways in which Ricoh has gradually developed a closer and comfortable working relationship with its distributors.

Originally, Mr. Gecchelle ran four companies including Vercom, which handled copiers and fax and Repromac, exclusive distributor for Ricoh Office Equipment through some 300 dealers. As the market started to expand, the company's relationship with Ricoh deepened, and the emergence of Ricoh Italia became inevitable.

"It was a natural development," says Mr. Yoshihiro Nimura, vice president of Ricoh Italia. Dr. Francesco Cavallari, marketing communication manager, agrees. "The process was an evolutionary one."

**SERVICE AND BACKUP ARE VITALLY IMPORTANT**

Today Ricoh Italia operates from its commercial and marketing centre in Milan, and has a warehouse, training administration and fax centre at Verona. A commercial office in Rome covers southern Italy.

As with every Ricoh distributor, service and backup for customers is vitally important for Ricoh Italia. Given the fact that there are many small companies in Italy, the Ricoh Italia Fax centre at Verona is specially designed to service them with the maximum of speed while not retaining a massive engineering backup structure.

Customers with a problem simply phone through to the Fax Centre and outline it to the duty engineers. "In some 85 per cent of the cases, the problem can be solved over the phone," says Mr. Gecchelle.

With cases which cannot be so easily handled, the engineer will already have a very good idea of what needs to be done before he sets out to solve the customer's problem. Mr. Gecchelle sees the Verona fax centre as being a "great boon" especially at the low end of the rapidly growing consumer fax market.

Each market has a different challenge. In Germany, for example, Ricoh Deutschland GmbH has the exciting prospect of the opportunities provided by the united Germany which followed the breaking down of the Berlin Wall in 1989.

Switzerland, although a prosperous country, has certain quirks of its own, such as the fact that its three languages - German, French and Italian - means that all communications and instructions for machines sold in Switzerland must be provided in all three languages.

**A PHILOSOPHY OF EXCELLENCE**  
However, this is but a small matter for Cellpack's Beat Oberholzer, whose relationship with Ricoh changed in the late 1970s.

"We had already had the beginning of business with Ricoh," Mr. Oberholzer recalls. The company invited me to Japan to see how they operated and I have to say that I liked the way Ricoh did business."

He particularly liked the way that Ricoh's philosophy played a large part in determining the company's approach to business. Much of this



## A GLOBAL CITIZEN AT THE GAMES

RICOH's attempt to pursue its company goal of "being a global corporate citizen" is perfectly illustrated by its strong backing for the 1992 Winter Olympic Games in Albertville, France and the Summer Olympics in Barcelona, Spain.

At the centre of its official sponsorship is the installation of the world's first Olympic facsimile network, an enormous undertaking spanning 165 countries on six continents. More than 80 per cent of the network is now completed. Stringing facsimile facilities to some countries for the first time ever was a challenge Ricoh was able to accept and complete.

Apart from the worldwide Olympic fax network, Ricoh Espana is supporting the Barcelona Olympic Games with fax services during each of the 21 pre-Olympic pilot and tests events over the next 12 months. During the Barcelona Games, all "locutories" (public fax booths) will also be equipped with Ricoh faxes. The Ricoh fax centre will be installed at the Common Service Room for the worldwide media, at the very centre of the Summer Games.

Ricoh's dealers and distributors are understandably encouraged by the fact that the strong backing of the International Olympic Committee has given Ricoh's technological expertise a powerful argument in favour of all Ricoh equipment.

But no matter how impressive Ricoh's technological feat - and it undoubtedly is - Ricoh's strong commitment to the Olympic Games goes much deeper.

The company's major international involvement of the most important athletic meeting in the world is seen by Mr. Yoshihiro Moriya, chairman of Ricoh Europe, as evidence of Ricoh's commitment to the world's youth and encouragement of world peace. Moreover, by providing the technology to bring more than 160 countries in the world together through swift communication, Ricoh will actually help bring the world closer together, not just during the 1992 Olympic Games, but long after the last medals have been won. And of course, there are always the 1998 Winter Olympic Games in Japan's sking resort of Nagano to look forward to...

"Linking the World" is the way Ricoh likes to summarise the company's ambitious fax network.

"Linking the World" is also an apt description of the way Ricoh is encouraging its own 37,000 employees in every corner of the world to play their part in work and life.

Like others who visited Ricoh at that time he felt it was an approach to business life in the "San-Ai Principle": "Love your neighbour. Love your country. Love your work."

Like others who visited Ricoh at that time he felt it was an approach to business life in the world - as were the principles of Ricoh's management philosophy.

■ Think as an entrepreneur

■ Put yourself in the other person's place

■ Find personal value in your work

The latter is particularly important to Ricoh Italia's Dr. Cavallari, once a nuclear physics researcher and now a key executive in the Italian company. "Work has to be something you enjoy doing," he smiles, showing clearly that in his case this is certainly true.

# RICOH

Ricoh Europe B.V. Groenelân 3, P.O. Box 114, 1180AC, Amstelveen, Holland (31) 20-5474111 Ricoh Europe B.V. Belgium Branch Welvelaan 41, Gebouw A 1930 Zaventem, Belgium (32) 2-7209782 Ricoh Europe B.V. Düsseldorf Branch Hansa Allee 201, 4000 Düsseldorf 11, Germany (49) 211-52850 Ricoh Europe B.V. East Europe Representative Office General Centre House A, Mariahilfer Strasse 77-79, A-1060, Vienna, Austria (43) 222-5862595 Ricoh Deutschland GmbH Margenthaler Allee 38-40, 6236 Eschborn, Germany (49) 6195-9060 Ricoh España S.A. Guitard 45, 08014 Barcelona, Spain (34) 3-4900960 Ricoh France S.A. 192, Avenue Charles de Gaulle, 92200 Neuilly-sur-Seine, Paris, France (33) 1-47454510 Ricoh Industrie France S.A. 144, Route de Rouffach, 68920 Wertzelsheim, France (33) 89-415757 Ricoh Italia S.p.A. Viale Suzzani, 287, 20162 Milano, Italy (39) 2-6473412 Magne Ore A.S. Fyrstikkalleen 1, Etterstad 0602, Oslo 5, Norway (47) 2-885080 Ricoh Office Systems Nederland B.V. Heilumweg 16, Postbus 868, 3800AAV Amersfoort, Holland (31) 33-670811 Ricoh UK Ltd, Ricoh House, 1 Plane Tree Crescent, Feltham, Middlesex TW13 7HG, U.K. (44) 81-7518611 Ricoh UK Products Ltd Priorley, Telford, Shropshire TF2 9NS, U.K. (44) 952-290080



## UK NEWS

# Major promises greater choice in UK education

By Alison Smith

MR JOHN MAJOR yesterday promised greater choice in British schools and a commitment to raising education standards and increasing accountability.

Outlining the future course of Tory education policy, the prime minister told the Centre for Policy Studies, a right-wing think-tank, that the government would not only create a new type of school, but would ease the way for more schools to become grant-maintained (GM) or City Technology Colleges (CTCs).

The speech is the first to set the prime minister's agenda on education since he won the 1992 leadership contest in November with a campaign that identified education as one of his key priorities.

Mr Major said that the government had to ensure that the examination taken by most of the country's 16-year-olds, the General Certificate of Secondary Education (GCSE), offered a challenge to the most able children.

The prime minister also expressed support for schemes ensuring that course-work could make up no more than 20 per cent of the final mark in most subjects.

Standards attained by GCSE students must be raised, he



John Major, pictured yesterday, outlines his plans to raise standards and increase choice in education.

Legislation would also allow voluntary-aided schools to become CTCs, and restrict the ability of local authorities to obstruct the decision of some schools to opt out.

In particular, there would be strict limits on what local authorities could spend campaigning against applications for grant-maintained status.

Local authorities would no longer be able to dispose of a school's assets while it was applying to opt out.

Attacks by the opposition Labour party attacks about education have focused consistently on the fact that only 91 schools have so far opted out, and only 13 CTCs have been established, with even those attracting less-than-expected private sector sponsorship.

While Mr Major emphasised that "it is deprived children in the bad schools in the worst boroughs whom I most want the government's reforms to help," Mr Neil Kinnock, the Labour leader, accused him of being interested not in creating a classless society but in creating new types of privilege.

Mr Major also said that the government's citizens' charter proposals would address the need to make schools provide better information to parents.



The world's longest single-span suspension bridge (above) has 'failed' to unite Humberside

## Humberside fails to bridge county gap

HUMBERSIDE, the county created amid much controversy in 1974 and never recognised by many of its inhabitants, faces dissolution because of the region's failure to unite economically, writes Neil Buckley.

The Local Government Boundary Commission recommended yesterday that the county be broken up saying it regarded north and south Humberside as self-contained areas, and that the debt-ridden Humber Bridge - the longest single-span suspension bridge in the world, built in the 1970s at a cost of £50m - had failed in

its aim to unite the two banks of the estuary.

More than 150,000 representations were received from local people, the commission said, most of them in favour of the change. While the commission does not have the power to order Humberside to change its name to East Yorkshire, its report said the majority of people seem to be in favour of doing so and that this would be within the power of the council.

After a six-week public consultation period the proposals will be considered by

Mr Michael Heseltine, the environment secretary, who has the power to accept, reject, or amend them. Even if accepted, however, the proposals will still have to be considered by the new Local Government Commission, due to be formed in summer 1992 to carry out a nationwide review of local government.

Many people in both north and south Humberside have refused to recognise the new county, and the people of Yorkshire and Lincolnshire have never felt much affinity or affection for one another.

## Unpopular telecom plan abandoned

By Hugo Dixon

THE MOST controversial part of the government's telecommunications policy has been abandoned in what amounts to a victory for Mercury Communications and other competitors to BT, the national telephone network.

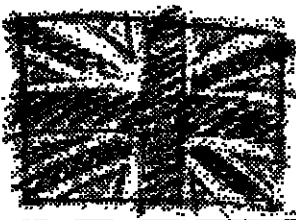
In a policy reversal, Ofcom, the industry regulator, yesterday said it would seek authority to waive access charges that competitors were to have paid BT, formerly British Telecom, for using its network.

BT's rivals had complained that the proposal would have rendered the government's plans for opening up the telecommunications market, set out in a policy document earlier this year, still-born.

Sir Bryan Cusberg, Ofcom's director, said he was going to take "no chances with competition". Mr Peter Lilley, trade and industry secretary, backed Sir Bryan's decision, saying the earlier proposals would have made it difficult for entrants to get off the ground.

BT responded with a tough statement, saying that no evidence had been presented to it that would justify any change to the earlier agreement. The company's hard line has raised the possibility that the issue could be sent to the Monopolies and Mergers Commission.

## BRITAIN IN BRIEF



### Westland cuts 350 jobs in restructuring

Westland Helicopters is cutting 350 jobs in the latest restructuring to hit the UK defence and aerospace sector.

More than 20,000 jobs are estimated to have been cut so far this year in the UK industry because of the combined impact of lower government defence spending and the slump in the commercial aviation market.

Westland Helicopters is the Yeovil-based helicopter manufacturing company of the Westland group. It employs 4,500 people accounting for half of the Westland Group's 9,000-strong workforce. More than 300 of the jobs being cut involve managerial and administrative staff.

### Motorway limit stays at 70mph

Mr Malcolm Rifkind, transport secretary, has decided to leave the motorway speed limit unchanged at 70 mph after studying evidence that higher speeds produce more casualties. He is to consider relaxing the criteria for 20 mph speed limits in urban areas and will look at ways of slowing traffic through villages.

### Slight fall in visitors

The number of overseas visitors to the UK fell by 1 per cent to 30,998 in the year to April according to provisional figures from the International Passenger Survey, conducted by the Employment Department.

The number of visitors from western Europe and North America fell by 3 and 2 per cent respectively. However, this was offset by an increase in visits from other countries. The number of overseas visits made by UK residents was static during the year.

### Merchant fleet drops to 310

Britain would not have enough merchant ships to repeat the 1982 Falklands task force operation, Numan, the merchant navy officers' union, has warned.

The number of UK-owned merchant vessels has fallen from more than 1,600 in the mid 1970s to 310. Fewer than a third of the 53 British ships used in the Falklands were still on the UK register, the union said.

### Jobs lost at motor importer

Another 37 jobs have been lost at VAG (UK), the Lonrho subsidiary which imports Volkswagen and Audi cars, as part of the company's restructuring.

## Nissan favours north east

Nissan, the Japanese car manufacturer, spends almost half its £280m component budget on parts supplied by companies based in north east England.

The budget covers cars manufactured by the company at Sunderland, Tyne and Wear, from where it supplies European markets.

However, of the 179 European suppliers to the factory providing £400m worth of components, 16 are wholly or partly Japanese-owned and provide £151m worth of parts.

## Water metering out on top

Two-thirds of households favour metering as the best way to pay for their water supply, according to a survey of 230,000 people conducted by Ofwat, the office of water services. One fifth prefer property banding and only 14 per cent agree with a flat rate license fee.

## Jobless in south to gain most

Long-term unemployed in the south of England are likely to benefit most from Employment Action, the government's new £340m temporary work scheme, because of the criteria for allocation of the funds.

## No European threat to City

The City of London would have no reason to fear the repercussions of Britain failing to join a single European currency, said Mr Francis Maude, financial secretary to the Treasury. Speaking to the House of Commons Treasury and civil service committee, which was taking evidence on progress by Britain on discussions related to European economic and monetary union (Emu), Mr Maude said the disadvantages to the City of Britain's deciding against joining a single currency union had been overstated. He dismissed claims that should Britain not join moves towards a single currency and a single European central bank, London's status as a financial centre would be worsened in relation to rivals, such as Paris and Frankfurt.

## No opposition on royal tax

No MPs spoke in opposition to a House of Commons motion seeking to make the private and personal incomes of the Queen and the Prince of Wales subject to tax. The private member's Bill entitled The Constitutional Reform Bill, introduced by the liberal democrat MP Mr Simon Hughes, has no chance of becoming law because there is not enough time to debate it properly.

## Historic tree felled by rain

Torrential rain has destroyed one of the country's most historic trees, the 700-year-old Queen Elizabeth oak which Henry VIII, his wife Anne Boleyn and daughter Princess Elizabeth once danced around. The tree stood in Greenwich park in south-east London.

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مكتبة في الرياض



# Onegin

COLISEUM

The return to London of Marcia Hayde and Richard Cragun as guests in English National Ballet's *Onegin* was, of course, reason for audience rejoicing on Tuesday night. In the role that John Cranko made for her 20 years ago, Hayde offers an interpretation which has now been distilled to a potent essence - there is no excess, no decoration to her reading. The girl Tatiana's innocence, her vulnerability, are shown to us with piercing simplicity, and the generosity of her spirit in the party scene when she strives to reunite Olga and Lensky has never seemed more urgent or more beautiful.

Inevitably, it is the portrait of a mature woman in the final scene, given by her love for Onegin - everything told in the kiss she must give him, her hands laid briefly on his hair - that calls on Hayde's truest art, and it remains a creation of deepest feeling. I would, though, be unjust to Hayde's own earlier glories in this ballet if I did not mention that some physical felicities were now absent. Effects are carefully husbanded; speed and clarity of footwork are less convincing. But there remains the inestimable advantage of her partnership with Richard Cragun. There is an intuitive sympathy and rapport to their joint art, so that their

interpretations pass beyond mere exchange between performers into an illuminating poetic dialogue. Cragun's Onegin everywhere matches his Tatiana in expressive probity and conviction: nothing is false or forced, and the outbursts of feeling - after the duel, throughout the last scene, which is magnificently sustained in its feverish passion - are superbly judged.

The evening also brought a very fine Lensky from Thomas Edur. A product of the Boston Ballet, and still young, he is polished, elegant, in dancing and in manner. His Lensky is honourable, sincere, well-balanced, and with a touch of pride that fully explains his character. Edur's dancing is marked by classical finesse, excellent schooling, and a lightness of means that can transform the simplest step (the little jumps in the opening scene) into something memorable. He gives every promise of becoming that rarity, a true premier danseur classique.

There was sound support from ENB's artists, but the production is now in need of redecoration. Maria Larina's drawing room and the Gremni palace are eyesores, and the costumes have known far better days.

Clement Crisp

## CINEMA

## Turkey time

HUDSON HAWK  
Michael LehmannTOO HOT TO  
HANDLE  
Jerry ReesJOAN OF ARC OF  
MONGOLIA  
Ulrike OttingerF FOR FAKE  
Orson Welles

Helped by alphabetical mnemonics most of you are familiar with the times when you can eat oysters or shoot pheasants. But few may know of the traditions and by-laws regarding the turkey season. These are as follows. If there is a "J" in the month, it means that large clumsy birds are walking about the British movie landscape asking to be shot full of lead. This phenomenon is unique to this side of the Atlantic. In America they do not, firstly, regard the summer as a peak season for film-goers. They do not, secondly, have Wimbledon.

British distributors continue to treat June and July as idiot time. The good news is that they have brought over one high-season, big-budget American film. The bad news is that it is *Hudson Hawk*. This Bruce Willis action comedy is to the average turkey what King Kong is to the average chimpanzee. It has plummeted at the box-office, invoking comparisons with *Heaven's Gate* and *1941*, as US pundits do the two things they enjoy more than anything else: talking Hollywood to get off and telling Hollywood why it should not have got on in the first place.

*Hudson Hawk* is, in truth, terrible. But worse ideas for a caper thriller have thrived before. We start in Renaissance Italy, with Leonardo da Vinci building a gold-making machine between sessions with Mona Lisa. (Miss Lisa's mystery smile is explained by the poor teeth Leonardo insists she keep her mouth closed over.) Then we jump to New York 1991 where grinning cat burglar Bruce Willis, flashing state-of-the-art ivory, meets CIA agent James Chen, flashing even more state-of-the-art ivory, and gets involved in the search for the auriferous Vinci machine.

All clear so far? Then you can now pack up and go home. For the plot advances in incomprehensibility as it retreats in hilarity. Especially watered is the Eternal City. Rome welcomes Mr Willis, only to be brushed aside after he has handed it his cape and stick. Mr W then dashes off to the hills to fence with grinning

villains Richard E. Grant and Sandra Bernhard. Finally the coveted Leonardo gewgaw is cornered, captured and - but let me not spoil the ending for you. You might wake up in time to see it.

The poor jokes gallop on. There are Willis and co-burglar Danny Aiello timing their heists by singing old popular songs: "Would you like to swing on a star?" And there is the moment when the film appears to burn in the projector. No, wait a minute: that was no joke, that was real life. It happened at the New York theatre where I saw *Hudson Hawk*. By the time the film was re-started, I was the last person left in the auditorium.

"How does a movie like this get made?" many of you ask. Simple. Cinema is a gold-making machine which is hard to start up, needing much money and effort, but once it is started is quite impossible to stop. Knowing this, those operating the machine persuade themselves that leaden jokes and action-scenes really are turning to gold. When a measure of panic breaks through even this self-deception they go for speed. Director Michael (Heathers) Lehmann thinks that by staging bad material at breakneck pace no one might notice its badness. But being bored at 90 m.p.h. is no more enjoyable than being bored at walking pace.

Turkeys as a cultural phenomenon are almost unique to cinema. A bad painting is a bad painting. A bad poem or symphony likewise. But the turkey is predicated on something more than failure, on the ungainly disproportion between large investments of time, money or person-power and puny outcome. Ergo: a turkey could be a Lloyd Webber musical, a misproduced grand opera or a blockbuster film which tallies at the box-office. An example is *Too Hot To Handle* a turkey? Is this 1980s comedy, starring Al Pacino, Kevin Kline and Kim Basinger, as sparing lovers who keep marrying and divorcing, ambitious enough to be a turkey?

We know it is bad. We recognise that from the usherette's tendency to move through the audience checking the pulses of the inert, especially late on when the jokes and plot run out. But the first half-hour is modest and sprightly. Playboy Baldwin, throwing over the daughter of studio mogul Robert Loggia for the vampy charms of singer and gangster's moll Kim Basinger, is first caught in *flagrant* by Bugsy Siegel (Armand Assante), then given a Krakatoa dressing-down from Loggia. Spluttering patriarchy have been funny ever since cinema began. But Loggia, aided by words Lionel Barry-



Bruce Willis in 'Hudson Hawk'

more or Edward Arnold could never have used, is uproarious. But it is the last uproar we have. The film surges laughably on through marriage and re-marriage, alternating Baldwin's career frustrations with Basinger's. "You're very good at singing," says Baldwin, "I'm very good at inheriting money." And the critic gets very good at scanning the Press notes in the dark to see if the film's screenwriter really was Neil Simon. (It was.) The director was one Jerry Rees.

If Mr Simon ever wants to write a hit comedy about cinema-making, may I suggest this plot? A film reviewer, having sat through *Hudson Hawk* and *Too Hot To Handle* on a nothing-can-go-wrong-after-this basis, is then shown Ulrike Ottinger's *Joan of Arc of Mongolia*.

This 24-hour German film transports a train-load of wacky pseudo-historical characters across Northern Asia in search of - well, we are never sure what. Probably an audience. Certainly a plot. Like a jumble sale of post-Fashism kitsch, the film piles up its fussy characters and feeble jokes on trestle-tables and waits for the structure to collapse. Message-wise, something may have been intended about the ethnic dignity of the Mongolian peasantry versus the over-civilized European herds. But as the sage once said, if you want messages, go to Western Union. They would certainly deliver them faster.

Orson Welles's *F For Fake*

revived at the ICA, proves the treat of the week. This feature-length 1973 mockumentary about the art of forgery, edited by Welles from footage shot by himself and François Reicherbach, stars the Grand Old Man himself as narrator and magician. We begin with hats and rabbits. We move on to art forger Elmyr De Hory and hoax biographer Clifford Irving. And we keep returning to Orson Welles, caped and rumbling, a sort of Broodingagian walking sherry commercial.

How perversely bracing to have a great movie-maker spend 85 witty, defiant minutes telling us how fraudulent art and imagery can be. That as Welles knows, is part of their enduring fascination. Lee Remick's fascination as an actress - sadly, she died this week - lay in her agile donning of unlikely guises. A cool, gracious American rose, she spent her best-known acting hours playing alcoholics (*Days of Wine and Roses*), mendacious rape plaintiffs (*Anatomy of a Murder*) or ex-hungry Southern wives (ex-starring with Welles himself in *The Long Hot Summer*). Once she started playing roles nearer herself, in *The Onion* or *The Europeans*, she descended from being a star to being a nice, beautiful actress. She was always a pleasure to watch, but in the 1950s and '60s she was something more: the cinema's up-market Baby Doll, a nice girl with just a hint of delinquency.

Nigel Andrews

## Out Of This World

GUILDHALL SCHOOL, BARBICAN

The charms of the Guildhall's revivals of musicals deserve to be better known. The school makes a regular thing of resuscitating vintage American shows, and is very good at it. It can draw upon its drama students and music students alike, and supply a full band which in the West End would be thriftily reduced to the tune of a couple of synthesizers. Best of all, being uncommitted about whether an old Broadway show could make it now in the West End, it can tackle it honestly, pretty much as written; and the cast does that with the gusto of young would-be professionals.

In Cole Porter's *Out Of This World*, a 1930 semi-success (it had to compete with *Gypsy* and *Dolls* and *Call Me Madam*) they enjoy themselves contagiously. No doubt shows built originally around Merman or Mary Martin or Judy Holiday would be risky for student casting, but Porter's version of the Amphitryon story is evenhanded with its several leading roles. Plautus dramatised the ancient tale first, and much later Molière, and in 1929 Joan Giraudoux, whose internationally successful play prompted the much simpler book of Porter's musical.

Famously, the god Jupiter scripted many forms, generally non-human, when seducing mortal women; but in pursuit of Amphitryon's wife he took the guise of her husband. Bedroom farce is immediately suggested, and Molière and Giraudoux turned it with serious wit. In *Out Of This World* it becomes an American kind of joke, somewhere between *A Connecticut Yankee*... and *The Rocky Horror Show*. Here, Jupiter's lust is aroused by the new bride of a New York reporter, and by enticing them to Greece in search of a hot story he contrives to get what he wants.

A lusty team of Olympian divinities is set against the modern innocents - not just the bemused newlyweds, but a

village maiden and a Chicago-Greek gangster on the run. Nobody gets hurt; afterward the young couple choose to believe what suits them ("Use Your Imagination"), whilst the ageing Jupiter and ball-breaking old Juno accept each other's faults on the basis of long service ("I Sleep Easier Now") - a sour-sentimental Sondheim ending, in fact. As in other Guildhall productions, the undisciplined youth of the performers helps the potentially embarrassing bits go down easily, because distanced and cheerfully campy.

I fancy that *Out Of This World* fell short of the usual Porter triumph less because of the 1930 Broadway competition than because it makes the action *laetare* in a peculiar way. The real protagonist is Mercury (energetically played and sung here by Dominic Currie), who engineers the basic ruse; Juno and Jupiter are emphatically his Mom and Pop; and he pulls the wool over Mom's eyes while plumping for Pop. At the end of Act I, father and son take their respective preys to bed. "From This Moment On", its best song, was eventually filched for the film of *Kiss Me Kate*, but the Guildhall restores it.

John Owen Edwards gets rousing, stylish playing from his band. Gerry Tebbutt's "choreography" is a lively asset, well above knees-up level, yet safely within the range of all-singing but only partly-dancing performers. All the stage tricks are detonated nicely amid Geoffrey Scott's witty sets; there is even some intrepid aerial work. Among the principals Amanda Tingle makes a gutsy Juno, and Haydn Ford, Constance Byrne, Carmen Dorothea Moll and Tony Sloman figure keenly. There's a richly speculative variety of American accents. The show runs until the 10th; the 4th is a gala, the 5th a Crusaid benefit.

David Murray

## Elvis Costello

HAMMERSMITH ODEON

The newly ampie beard and dishevelled dress should fool anyone; behind the dark glasses Elvis Costello's view of the world remains as dark and savage as ever. During his steady 15-year rise towards the highest echelons of the rock fraternity - as a writer-singer he surely belongs now in the same unclassifiable class as Dylan, Morrison, and Neil Young - Costello's anger has become ever fiercer, and the curdled indelible voice that once railed against the injustices and cruelties of relationships now assails far bigger targets. Even collaborating with Paul McCartney on a handful of songs seems hardly to have blunted his edge.

The current tour, stationed for this week at Hammersmith, follows in the wake of Costello's latest album *Mighty Like a Rose*. With the newly designated Rude 5 (though there are only four them, all old Costello has achieved, and how far he has travelled since those early post-punk days. Even "Watching the Detectives" returned, its 1977 ebullience apparently undimmed, until it twisted violently into "Let Him Dangle", the bitter denunciation of the Craig and Bentley murder trial from the last album. At times the anger and the paranoia may overpower the music, but when they are kept in balance the results are extraordinary.

Andrew Clements

## Verdi Requiem

ROYAL FESTIVAL HALL

This was one of those evenings when one's heart went out to the soloists. In Verdi the essential ingredient that is demanded of the conductor is that he should set a decisive pulse which will drive the music forward, as great Verdians from Toscanini onwards have shown us.

Unfortunately, Giuseppe Sinopoli does not see Verdi like that. His performance of the Requiem with The Philharmonia on Tuesday was a stop-go affair - occasionally go, but mostly stop. He robs the climaxes of their cumulative power by rushing at them. Then, as soon as the soloists rise to sing, he drains all the energy from the music so that the poor singers are left gasping for breath or ekeing out the smallest tone possible so as to reach the end of

the phrase. If I had been a soloist on that platform, I would have snatched the baton from him and set the tempo myself.

It was not an occasion for Verdi's vocal writing. Dennis O'Neill was more robust, but the slow speeds tempted him to be too lachrymose. Ferruccio Furlanetto was the dignified, but not really imposing bass. Each tried from time to time to inject some life into the proceedings, but to little avail. Sinopoli was always there, ready to pull the ground from beneath them. The Philharmonia Chorus it is difficult to find anything about the performance that could be described in positive terms. A

Richard Fairman



Marcia Hayde and Richard Cragun

## Flamenco at the Coliseum

Flamenco will hit the Coliseum this summer when the English National Opera presents a two-week season by Spain's Ballet Nacional de España from July 16-27.

The company, featuring 65 dancers and 80 musicians with gypsy guitarists and

singers, is appearing in London for the first time. Highlights of the programme include the British premiere of *Medea*, choreographed by José Granero to an original score by Manolo Sanlúcar, and Alberto's Lorca's flamenco piece, *Ritmos*.

## INTERNATIONAL ARTS GUIDE

## AMSTERDAM

Concertgebouw 20.15 Hans Vonk conducts Netherlands Radio Philharmonic Orchestra in Mendelssohn's *Hebrides Overture*, Tchaikovsky's *Second Piano Concerto* with soloist Rian de Waal, and Stravinsky's *Firebird Suite*. In the Kleine Zaal at 20.30: Philippe Giusiano plays piano music by Mozart, Ravel and Chopin. Tomorrow: Lev Markiz conducts New Sinfonietta of Amsterdam in music by Boccherini, Puccini and Rossini (6718 345).

## BARCELONA

Gran Teatre del Liceu 21.00 Uwe Mund conducts Goran Javrel's production of Die Zauberflöte, with Kurt Moll as Sarastro and Francisco Araiza as Tamino. Final performance on Sun. Tomorrow: Alfredo Kraus sings arias by Mozart, Donizetti, Delibes and Massenet, with the Orchestra of the Liceu conducted by Gian Paolo Sanzogno (412 1466).

## BERLIN

Staatsoper Apollo-Saal 19.30 Berlin Musikhochschule production of

Udo Zimmermann's *Weisse Rose*. Tomorrow: Egon Bischoff's production of Swan Lake. Sat: 19.30 Vespi Ilician. Sun: John Cranko's ballet *The Taming of the Shrew* (2004 762).

Deutsches Oper 19.00 Christoph Prick conducts *La nozze di Figaro*, with Margaret Marshall as the Countess, Marie McLaughlin as Susanna and Gabriele Sima as Cherubino. Tomorrow: ballets by MacMillan and Oleg Vinogradov, with Sylvie Guillem guest soloist in Bejart's *Boleto*. Sat: Der Freischütz. These are the last performances of the season (3410 249).

Schauspielhaus 20.00 Jorg-Peter Weigle conducts Berlin Staatskapelle in music by Joachim Gruner, Richard Strauss and Dvorak. Tomorrow: John Eliot Gardiner conducts English Baroque Soloists in a Mozart programme, with Malcolm Bilson fortepiano soloist. Sat: recital by Peter Schreier. Sun: Hartmut Haenchen conducts a programme of music for chorus and chamber orchestra by Vivaldi, Telemann and Bach (2272 281).

## COLOGNE

Opernhaus 20.00 Broadway production of *West Side Story*, runs till Sat. Sun and next Tues: James Conlon conducts Lady Macbeth of Mtsensk. Mon: Madama Butterfly. These are the final performances of the season (221

8400). GENEVA Hotel de Ville 20.30 Michel Tabachnik conducts Orchestre de la Suisse Romande in Mozart's *Masonic Funeral Music*, Haydn's *Symphony No. 104*, and Tchaikovsky's *Piano Concerto (1900)* with soloist Pierre-Laurent Aimard, and Honegger's *Concerto de camera* for flute, cor anglais and strings, with soloists Lo Angeloz and Jean-Pierre Surget. This is the first of a series of summer concerts organised by the city of Geneva.

Sun and Mon in the Church of Saint-Germain: the Amariyllis Consort of London play English music from the 17th century (289882).

## LONDON

MUSIC Coliseum 19.30 English National Ballet presents three one-acters: Ben Stevenson's *Four Last Songs*, Christopher Bruce's *Swan Song*, and Harald Lander's *Eusebe*. Repeated tomorrow, with matinee and evening performances on Sat. These are the final performances of the ENB season at the Coliseum. The season resumes at the Royal Festival Hall on July 29 (071 836 3181).

Barbican 19.45 Colin Davis conducts London Symphony Orchestra and Chorus in Beethoven's *Mass in C*, with soloists Yvonne Kenny, Diana Montague, Keith Lewis and Gwynne Howell. In the first half of the programme, Alicia de Larrocha plays Schumann's *Piano Concerto*. Tomorrow: RPO play Beethoven and Dvorak. Sun: Jeffrey Tate conducts LSO in opening concert of City of London Festival. Mon: The Dubliners (638 8881).

Guildhall School Theatre 19.30 Cole Porter's 1950 musical *Out of This World*. Further performances tomorrow, and on Mon, Tues and Wed next week (638 8881).

Almeida Theatre 20.00 Mecklenburgh Opera in Stravinsky's *The Soldier's Tale*, also tomorrow and Sat (071 359 4404).

THEATRE The Seagull, Chekhov's powerful tragedy, is Terry Hands' final production as artistic director of the Royal Shakespeare Company.

Following its success at Stratford, the production arrives tonight (repeated tomorrow and Sat) at the main stage of the Barbican, with a cast including Susan Fleetwood as Arkadina, Simon Russell Beale as Konstantin and Roger Allam as Trigorin. At the Pit, the RSC is presenting Nick Dear's highly popular adaptation of *Tirso de Molina's The Last Days of Don Juan*, the classic Spanish tale of lasciviousness and debauchery. At the Open Air Theatre, Regents Park, Roy Hudd is starring as Bottom in the New Shakespeare Company's production of *A Midsummer Night's Dream*. For information about all West End shows, phone Theatreline from anywhere in the UK: Plays 0836 430959 Musicals 0836 430960 Comedies 0836 430961 Thrillers 0836 430962.

## MILAN

Teatro alla Scala 20.00 Riccardo Muti conducts Jerome Savary's production of *Attila*, with a cast led by Samuel Ramey, Salvatore Fisichella, Giorgio Zancanaro and Cheryl Studer, also Sat and next Mon. These are the final opera

performances of the season. From July 11 to 20 the Ballet of La Scala is presenting a triple-bill, with works by Frederick Ashton, Agnes de Mille and Amedeo Amodeo (7200 3744).

## NEW YORK

Off Broadway theatre selection Lips Theatre, Teeth Apart is a new play by Terrence McNally, directed by John Tillingar, about two married couples who share a fire island beach house over a long Fourth of July weekend (City Center's Stage 1, 131 West Fifty-fifth Street, tel 581 7907). Pageant is a musical beauty contest, a deft parody and the rowdiest but possibly the sweetest farce in New York today. Five judges are selected from the audience to vote for Miss Glamouress. Conceived, directed and choreographed by Robert Longbottom, with music by Albert Evans (Blue Angel Theatre, 323 West Forty-fourth Street, tel 262 3333). Breaking Legs is Tom Dulack's sitcom about Mafia godfathers who want to invest in a Broadway show. The fireworks begin when the two worlds of the mob and the theatre collide. Directed by John Tillingar (Promenade Theater, Broadway at Seventy-sixth Street, tel 580 1313).

The Haunted Host is a double bill: Robert Patrick's Host stars Harvey Fierstein as a writer haunted by the memory of his young protegee (Jason Workman) who the dead man's double suddenly walks into his life; followed by *Safe Sex*, featuring Fierstein and Workman as two lovers who get back together following a lengthy

break-up (Actors Playhouse, 100 Seventh Avenue South, tel 564 8038). Ticketron (248 0102) answers inquiries and sells tickets.

## PARIS

Palais Garnier 19.30 American Ballet Theatre in Kenneth MacMillan's production of *Romeo and Juliet*, also tomorrow and Sat, with matinee performances on Sat and Sun. *AST Paris* season runs till July 14 (4017 3535). Chatelet 20.30 Leonard Slatkin conducts Orchestre de Paris in Haydn's *Symphony No. 85*, Mahler's *Fourth Symphony* and Mozart arias, with Barbara Hendricks (4028 2840). A 24-hour recorded telephone guide to Paris entertainments is available in English by dialling 4720 8898.

## ROME

Accademia Telesca, Villa Massimo 21.30 Friedrich Murnau's film *Tabu*, with music by Violeta Dinecu played live by the Ensemble Modern.

## ZURICH

Hallenstadion 20.00 Two new ballets by Heinz Spoerli and Maurice Béjart to celebrate Switzerland's 700th anniversary, featuring the Basle Ballet and Béjart Ballet Lausanne (311 3030). Opernhaus 17.30 Ralf Weikert conducts Claus Helmuth Dresse's production of *Götterdämmerung*, with Gwyneth Jones as Brünnhilde, George Gray as Siegfried and Matti Salminen as Hagen, repeated Sat. These are the final performances of the season (251 0509).

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Thursday July 4 1991

## No union by force

NOT ALL secessions are bound to succeed. But in central Europe in 1989 a secession could only be defeated if the forces of the union could hope to rally behind them the whole of the rest of the country, plus at least a significant minority in the seceding area. The government would have to enjoy broad popular support, which in present conditions would have to be demonstrated by democratic means; and in Yugoslavia's case it would also have to be sure of foreign creditors' comprehension.

Only on the last point does the Yugoslav army have some excuse for its appalling error. In reacting to events in Yugoslavia, up to and including last week, the outside world laid too much emphasis on the integrity of the country and too little on the fact that it was far too prodigal in its expressions of support for the federal government.

### Explosive mix

Whether or not a new Yugoslavia could have been negotiated between the new governments, we may never know. It would certainly have been very difficult, mainly because of the explosive ethnic mix in Croatia, Bosnia-Herzegovina and the outlying provinces of Serbia, and the historically strained relations between the Serbs and their neighbours. Ironically enough, the EC especially must throw its political and economic weight behind the new government of Slovenia. Recognition of Slovenian independence may now be the swiftest and most effective way to get the message through to Belgrade, accompanied by a warning that recognition of Croat independence will follow if Croatia is subjected to the same treatment.

## Labour's charter

WITH THE prime minister struggling to flesh out his Citizen's Charter, Labour yesterday published its plans to improve the quality of public services. These include some excellent proposals to strengthen the consumer's voice, such as ombudsmen for all public services, and a welcome emphasis upon management in services such as health, the railways and garbage collection. But there is a worm in Labour's apple: a deep-seated antipathy to competition and market forces.

### Administrative burdens

Thus the party wants to abolish compulsory competitive tendering in the health service and local government. Citing the administrative burdens of tendering and its impact on wages and conditions, Labour proposes to reserve compulsory tendering for cases like Lambeth and Liverpool.

### Irish shutters

THE POLITICAL talks on Northern Ireland have ended more in sorrow than in anger. As Peter Brooke, the Northern Ireland secretary, suggested in the House of Commons yesterday, there has been more than a suspension but less than a total break-down.

The sticking point was the refusal of the British and Irish governments to postpone the next meeting of the Anglo-Irish conference, to allow the Ulster talks to go on into what Mr Paisley, the Unionist leader, called "injury time". Since the deadline was a precondition of the talks, it is hard to blame either London or Dublin for inflexibility.

Some progress has been made. When Mr Brooke first mooted his initiative in January 1990, the Unionists were scarcely on speaking terms with the British government, let alone with the mainly Catholic SDLP in the north or any of the parties in the Irish Republic. Since then all parties have been talking quite freely to each other.

This is not, of course, enough. Having brought the parties half way up the hill, it is imperative not to let them

That is why the Croats insisted on declaring their own independence simultaneously.

But whatever Serb nationalists may have thought, the army remained committed to the integrity of Yugoslavia as a whole. To describe it as a Serb army is too simple, even if Serbs make up the largest element among the officers. The army is the last surviving institution of Tito's state, the rest of which has already disintegrated. Neither Mr Markovic's government nor the federal presidency is any longer motivated by the desire to preserve Tito's legacy. That is why the army has acted apparently without and beyond political authority. That is why its action is so quixotically absurd as well as tragic. It is defending a state which no longer exists.

### Impossible creation

A new Yugoslav state of some sort might have been created, and would have been desirable as a method of avoiding bloodshed over the frontiers between Serbia and Croatia. To create such a state now may well be impossible, when Croats have learnt that the name "Yugoslav" belongs to an army which sends bombs and tanks to crush them.

In such a struggle, the rest of Europe cannot remain neutral. The EC especially must throw its political and economic weight behind the new government of Slovenia. Recognition of Slovenian independence may now be the swiftest and most effective way to get the message through to Belgrade, accompanied by a warning that recognition of Croat independence will follow if Croatia is subjected to the same treatment.

But that warning must be accompanied by a provision that Croat independence will only be viable if either the predominantly Serb-populated areas are ceded to Serbia, or the leaders of the Serb minority can be brought into the government as willing partners. The EC would no more wish to assist in Croat oppression of Serbs than in Serb-Yugoslav oppression of Croats and Slovenes.

Yugoslavs awoke yesterday to the awful truth that the army may soon be running their country. They heard the People's Army roll westwards from the republic of Serbia into the rebel republic of Slovenia. They saw convoys of tanks and armoured personnel carriers pour out of the barracks from Zagreb, the capital of Croatia.

After the failure of the country's politicians to implement three cease-fires, and regain any measure of control over the army, they now look on in horror at what appears to be the inevitable unfolding of a war waged by an army against its own people.

"The army is like a dog drawing its last breath," said Mr John Zametica, a military analyst at London's International Institute for Strategic Studies. "No one can heal the wounds of a dog which is seeking revenge, and with a vengeance which threatens to bring the country into a bloody civil war of the same magnitude which engulfed it in the early 1940s."

In the second world war, the Nazi-backed Ustasha Croat government murdered tens of thousands of Serbs, and the Serb-dominated Partisan/Communist forces imposed Communist rule over Yugoslavia. The hatred engendered by those events still simmers.

In the villages and towns, Croats and Serbs are armed to the teeth. "I do not think you can imagine what kind of bloodbath will take place. Serbs and Croats will kill each other. They are seeking revenge for the past," said a western diplomat.

In Ljubljana, the capital of Slovenia, people were nervous but calm yesterday. "The republic, once part of the Austro-Hungarian empire, stands out from the south of the country. The people are Catholic, and write in the Latin script. They see themselves as a part of the west, capable of matching the living standards of neighbouring Austria in a matter of years."

"It is crazy what is happening," said Mrs Senta Begic, a shop assistant. "But what can we do? The west has ignored our pleas for so long. They really believed Yugoslavia could be held together because it was convenient for them not to think about the alternative."

In Belgrade, the capital of Serbia, the mood was tense. Sobbing mothers besieged the republic's parliament, demanding that their sons be returned home. "If they do not come home, I want Slovene boys to be taken hostage," wailed one woman.

In contrast to western-looking Slovenia, Serbia was dominated by the Ottoman empire until 1918. Serbs are Orthodox and write in the Cyrillic script. They despise the Slovenes' high living standards and western aspirations.

It was Slovenia's desire to be free from what it sees as an economically

Judy Dempsey says Yugoslavia's army is waging a war against its own people

## The settling of old scores



Federal units on the defensive: it is still unclear if Yugoslavia's army can successfully carry out its threat of war

and politically backward system that cast the die for an army takeover. On Tuesday June 25, the republic declared independence. The federal army, under the command of General Blazje Adzic, chief of staff, and Mr Marko Negovanovic, head of military intelligence, believed a limited operation, aimed at placing Slovenia's external borders back into the hands of the federal police, would be swift and clean. They miscalculated totally. Slovenia's 30,000-strong Territorial Defence Units fought back to defend the republic's independence. They secured initial victory after surrounding many federal units. Slovenia, until then a largely unknown alpine republic of 2m people, was catapulted onto the world stage. Its people quietly revelled in their hour of victory.

"We simply made a point. We wanted the world, and western gov-

ernments, to wake up and understand

that we were serious about our independence," said Mr Zoran Thaler, the republic's deputy foreign minister.

But Mr Jancz Jansa, the republic's mercurial defence minister, wanted more than a moment of triumph; he was out to humiliate the federal army because he had old scores to settle. In 1989, he was court-martialled and imprisoned for allegedly making public a top-secret military document showing how the federal army was planning to invade Slovenia. Mr Jansa has never forgiven the military for putting him on trial.

By refusing last Monday to allow defeated federal army units 2,000 men, many of them teenagers, to withdraw honourably to their barracks with their guns and equipment, he invoked the wrath of the military's high command.

Gen Adzic declared war on Slovenia, and by yesterday evening, the

fate of Yugoslavia and its 23m people rested in the hands of the army. It has two main goals: to avenge its early humiliation in Slovenia; and to hold the country together by force.

"The military realises that the future existence of a Yugoslav army in a country of independent states is a contradiction in terms," said an Austrian diplomat. "They will have no paymasters. They will have no role."

Commanded by veteran Yugoslav Communists committed to defending the country from break-up, the army is stuck in the past; the development of eastern Europe along democratic lines has passed it by. An army document last January revealed the military's contempt for the west and for democracy. "The army does not care about warnings from the west. It does not care if the west imposes sanctions. It is a law unto itself," said Mr Zametica.

## Tragic hardliner

Anthony Robinson on the army chief

caused so many past atrocities. But he shares much of the mutual distrust developed over centuries by Croats and Serbs. He harbours a violent personal antipathy, fully reciprocated, towards Mr Stipe Mesic, the Croat president who finally took his place as president of Yugoslavia's collective state presidency last weekend.

Ironically, although Mr Mesic is a Croat, he comes from a partisan family whose family was also slaughtered by the Ustasha - on ideological grounds. At one session of the presidency the two men reportedly argued fiercely as to who had suffered most at the hands of the Ustasha.

Given the general's background it is not surprising that his appearance on Belgrade television on Tuesday night to declare "war" on the

"enemy" Slovenia, and threaten to unleash the full might of the army to secure Yugoslavia's territorial integrity, sent shivers up many spines.

His stiff, white-haired appearance on TV also set alarm bells ringing abroad - confirming that the military was in control, and set on escalating the violence in order to bring the "war" to a rapid end.

Whatever his military virtues, the fact that a man like Gen Adzic could become commander in chief of a multi-ethnic army in itself helps to explain the foreboding now coursing through Yugoslavia, especially in the ethnically mixed areas of Croatia, Serbia and Bosnia-Herzegovina.

The army likes to present itself as the all-Yugoslav institution. But with Serbs forming nearly 70 per cent of

the officer class, many doubt it is ethnically even-handed. Fears that under pressure it will act as a Serb army in federal camouflage have been heightened by the replacement of non-Serb officers. General Zivota Avramovic, a specialist in armoured warfare from the third military district around Belgrade, for example, has replaced the Slovene General Kordal Kordal as commander of the fifth military division which includes Slovenia and parts of Croatia. The head of the air force has also been replaced by a Serb, Gen Milos Batic.

Ironically, however, while many non-Serbs fear the federal army, Serb nationalists such as Vuk Draskovic of the Serbian Renewal party see the army as a group of dogmatic boogymen blinded by their communist ideology. Generals who are seen as willing tools of Serbian chauvinism by non-Serbs are criticised in their ethnic backyard for having left the Serbs without a reliable army of their own, while all the other nationalities have been busy building up their own national forces.



Gen Adzic: antipathy towards Croats

## New pastures for Nott

Don't get too excited, but there seem to be strange stirrings at the top of one of the pillars of the City's legal establishment. Freshfields has admitted Sir John Nott to its inner sanctum.

At least the former politician and chief executive of Lazard has been called to the bar - and of course he'll be non-executive, says Freshfields' discreet announcement of his joining its partnership council.

Nevertheless, senior partner John Gieves thinks it is a daring move that could even start a trend. After all Lazard is one of the City's most successful corporate finance houses, and Freshfields is top legal adviser in the lucrative merger and acquisition trade.

As the firm is Lazard's solicitor, however, the move might just cause uneasy feelings in less well-connected merchant banks and legal practices. Harvard Business School old-boy Gieves seems intent on making Freshfields' 114-strong partnership more businesslike. Its partnership council was set up following a review by management consultants McKinsey in 1989.

Originally it had no provision for non-partner members, but at Gieves's behest its constitution was changed to admit two outsiders. Meeting quarterly, it is supposed to develop the firm's strategy and policy.

Now Gieves has chosen to challenge the firm's assumptions and counter insularity, explains Gieves - or, as others might say, to puncture groupthink.

## OBSERVER

### Spot on

Many predicted Peter Brooke's Northern Ireland talks initiative would fall apart in time. Few knew just when. An exception is Barbara Wood, wife of Andy Wood who heads the Northern Ireland Office's information service. They go on holiday next Monday. She booked it in January.

### Over the hill

In the departing tracks of over 500 of his company's staff, the French ski industry's grand old man Georges Salomon is hanging up his boots 44 years after founding the world's leading maker of ski-bindings.

Now 65, he is passing on the Salomon group's chairmanship in September to tough managing director Jean-Francois Gantier, 37, whose restructuring of the loss-hit group has pared its workforce by 20 per cent to 2,250.

The cut was felt keenly by the founder, a Savoyard who in the 1940s started a workshop with his parents in the Alpine town of Annecy perched on the shores of one of Europe's



"He's an Iraqi nuclear scientist seeking asylum from UN troops."

purest lakes. At first they made saws and ski-edges, then struck luck with the invention of the Salomon binding, market leader since 1972.

The group, still controlled by the family, has also been second in the ski-boot market for 20 years. Although it sought to diversify in 1985 by buying American golf-club company Taylor Made, three seasons of scant snowfalls in the Alps precipitated losses, last year's being nearly £26m.

With skiing beginning to recover, the founder - who will keep control as president of the non-executive board - believes the group should climb back to break even by the end of this year. It is pinning hope on a path-breaking new type of ski, which experts say glides beautifully.

### Trump cards

While it's hard to imagine Margaret Thatcher and Ivana Trump having much in common, they'll be sharing a platform come November in Banff,

Alberta. They have been signed on as the main attractions at the annual sales conference of Mackenzie Financial, one of Canada's leading mutual fund distributors.

Mrs Thatcher's topic has yet to be revealed. Mrs Trump will no doubt draw on what she learned from ex-husband Donald as the main speaker on sales and financial planning in Mackenzie's new "spousal education programme".

It sounds the sort of thing that would benefit Maria Maples, now reportedly re-installed above Carla Bruni as a prospective second Mrs Trump. But if Mackenzie is thinking of inviting her to listen, given the boom-to-bust nature of Mr T's romances as well as finances, it might be wiser to wait till the day.

### Bin liners

Who's Norman Lamont's favourite analyst? Aside from Alastair Ross Goobey, the ex-James Capel stock market guru, who is now one of his special advisers, and Goldman Sachs's omni-authoritative Gavyn Davies, the list seems a bit thin.

Number 11, it seems, is bombarded with more brokers' circulars than most fund managers, and most go straight in the bin.

The analysts most likely to stay out of it, apparently, are those whose scribbles are infrequent and sparing. Which, alas, would seem to rule out almost all of them.

### Out of court

The ups and downs of the remorselessly continuing Blue Arrow trial have now been compounded by ins and outs. Yesterday, when a witness was asked by one of the defending counsel to identify his client among the seven accused at the back of the court, all present fell about. Only two of them were there.

"Not the best test," said the judge.



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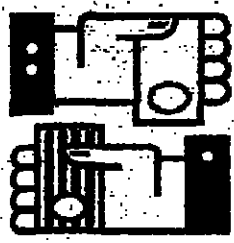




## EUROPEAN INVESTMENT LOCATIONS

SECTION III

Thursday July 4 1991



For investors and companies alike, the task of finding the best-suited locations for business in

Europe is becoming increasingly complex, explains Michael Cassell, Business Correspondent

## A rethink in corporate strategy

THOUGH a surprisingly large number of companies still confess to being unclear about the likely impact on their activities of the completion of the European internal market, the countdown to a frontier-free Europe is provoking a far-reaching rethink of corporate location strategy.

For generations, most companies simply soldiered on where they began or chose from a limited range of domestic locations predicated on an equally limited number of factors affecting their efficiency and success.

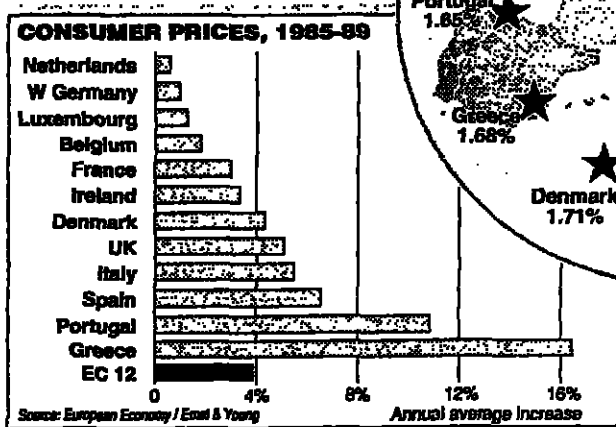
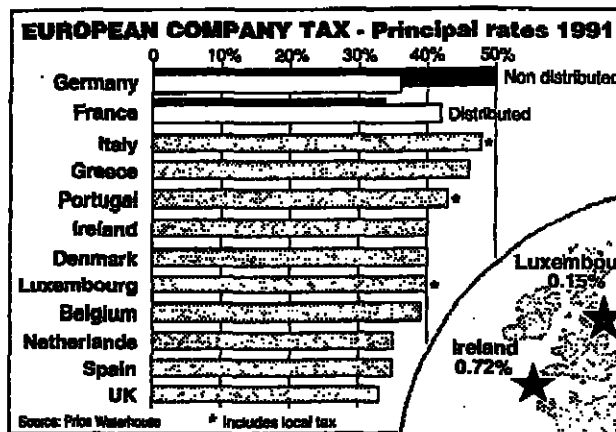
But the task of choosing the right spot in one of the world's mightiest markets has now, like the community itself, taken on much broader parameters. Instead of opting for Birmingham and Bath, Lyon or Lille, Haarlem or Hilversum, the truly European business may now choose between Sheffield and Stuttgart, Marseille and Madrid.

At the same time, non-European companies remain anxious to secure or step up their presence within the Community before 1992. In spite of community rejections of such a vision, fear of a "fortress Europe" lies behind much of the recent wave of investment.

While Japanese companies show no inclination to rein back on the broad range of investments being made across Europe, the recent strength of US investment - \$12bn worth of acquisitions in Europe were recorded in 1990 - appears only to have been moderated by the effect of the domestic recession. The list of considerations is daunting and there is, in the opinion of specialists like Ernst & Young Corporate Location Europe, no single or simple answer to the question: "Which is the best location in Europe?"

There is, instead, a trade-off between advantages and disadvantages. West German cities win hands down when it comes to accommodating European headquarters. But the country imposes one of the highest total corporate tax burdens in the community.

Monthly telecommunications costs for multinational business users are lowest in the capital cities of Belgium and the Netherlands are half those of Spain, according to recent surveys - but labour costs in Belgium can be twice those in Spain and Ireland. Denmark emerges as the cheapest location in Europe for telecommunications.

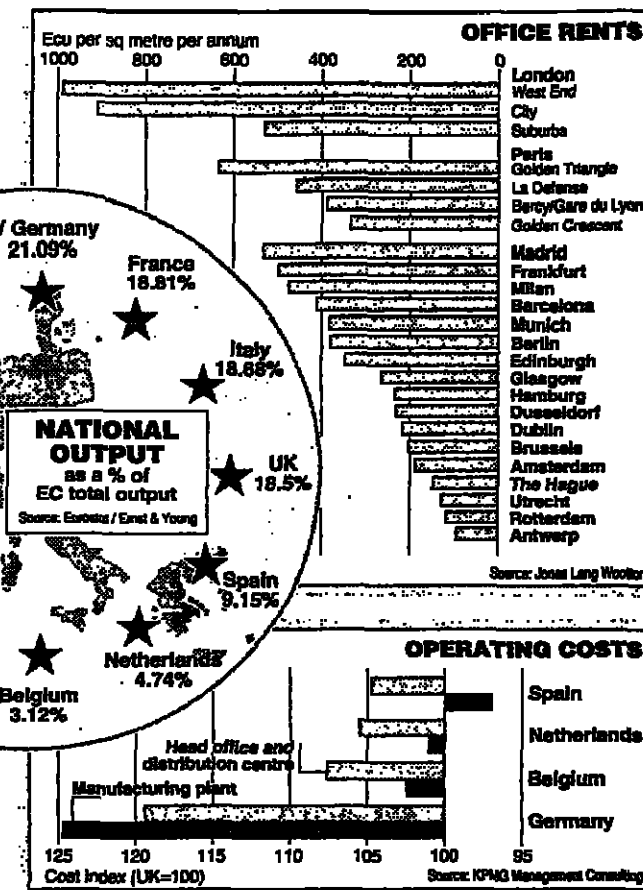


Each business has to rank its own priorities from a long shopping list of considerations, which nowadays includes issues like the "quality of life." But the process remains, for many companies, a largely hit and miss affair.

According to Mr Giles Caternole of Braxton Associates, the international strategy consultants who specialise in relocation advice: "Industrialists seeking to relocate and regions seeking inward investment are playing opposite sides of the same game - but mostly on different playing fields."

It ought to be a mating game, with each side looking for points of attraction in the other, until they decide they have found the ideal partner. In practice, it is often a dialogue of the deaf.

Companies frequently set out with unfounded ideas about what they are looking for, he adds: they know only where they do not wish to go.



formidable economic potential awaiting an expanding Europe of free markets.

The panopoly of change across Europe, according to Mr Bruce Millan, the EC Commissioner for Regional Policies, reinforces the urgent need for regions within the EC to develop strategies which will allow them to build competitive strengths in a wider European market.

Not every European country, region and company can expect to emerge as winners from the race to win investment, though strenuous efforts are underway to ensure that the rich EC regions do not continue to get richer at the expense of the poor.

The impending arrival of the single market, carrying with it

the danger of increasing economic polarisation, only gives the task added urgency.

A popular hypothesis is that economic activity is increasingly being concentrated in the so-called Golden Triangle of Europe, broadly running from London across to Frankfurt and down to Turin.

The reputation of some of the regions at Europe's economic core have been enhanced by politically active and autonomous regional authorities, with areas like Baden-Württemberg, Catalonia, Lombardy and Rhone-Alpes particularly successful in creating supportive climates for high-technology industries.

But while it is clear that the areas at the centre of the Community have been at the fore

economically, it is equally the case that many of the fastest-growing regions lie elsewhere, as far afield as Ireland, Portugal and Greece.

According to Mr Millan: "It would be wrong to accept this pull towards the centre as an inexorable trend. In the first place, demographic trends indicate it is countries on the geographical periphery of the Community, such as Portugal and Ireland, which will see the biggest increases in the indigenous population and labour force."

While the European Commission wrestles with the levers of economic and social cohesion to provide common opportunities for member states, the regions, cities and towns of Europe are stepping up efforts to attract a share of the investment funds flowing into and around the community.

A report on European regional incentives produced by the University of Strathclyde suggests a period of very significant change is underway in the field of investment incentive packages.

The report highlights the recent introduction of new regional incentive legislation in Denmark, Portugal and Spain but also shows that many other member states continue to subject regional policy to review; the pendulum appears still to be swinging away from automatically administered schemes and firmly in favour of a more discretionary approach to the granting of funds.

But the changes to the European investment incentive regime come in the face of increasing evidence that companies do not regard the availability of regional aids to business investment as the first priority in the list of considerations which determine location. They are, instead, more likely to work satisfying about the availability of credit and a business-friendly attitude on the part of public authorities.

A recent survey by the IFO Institute for Economic Research in Munich examined the thinking behind invest-

ment decisions by 9,000 companies in both prosperous and problematical EC areas.

The survey, which identified the national and regional factors affecting regional competitiveness and, hence, the choice of investment locations, cited proximity to customers and suppliers, modern communications and high quality business services as important factors. Serious shortages of qualified labour and local taxes were among the most problematical issues.

The survey also revealed a less than wholly optimistic assessment of the impact on individual businesses of the internal market. Around a third expect positive effects from a barrier-free fully integrated, competitive market, while a similar proportion regard the development as no more of a promising opportunity than a potential threat.

The balance either believed 1992 was bad news or declined to take a view. Such indifference is unlikely to anger well once the gloves come off in 18 months' time.

### IN THIS SURVEY

- The wide variations in regional wealth.
- Property: rents rise at the hub of Europe.
- A variety of corporate tax regimes. Page 2
- London, Paris and Frankfurt: the big three financial centres battle for supremacy.
- Choosing a location: professional help readily available.
- The electronic link-up: an expanding range of high-tech services. Page 3
- Details of forthcoming related FT surveys.
- A review of financial incentives across Europe. Pages 4, 5 and 6.

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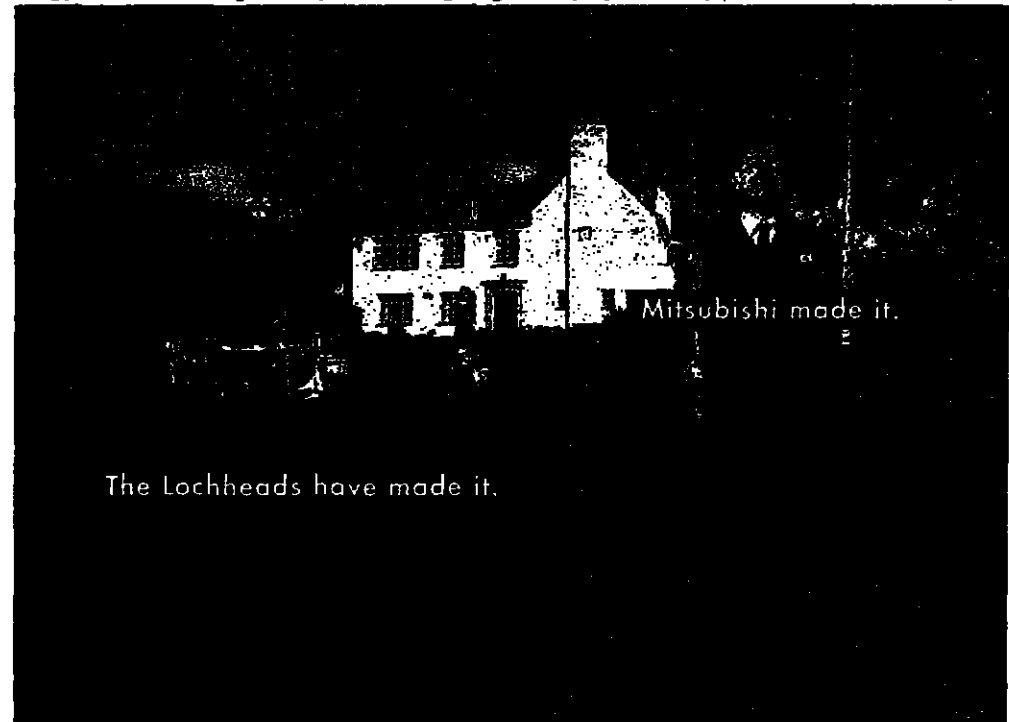
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## EUROPEAN INVESTMENT LOCATIONS 2

The EC pays greater heed to regional wealth variations, says Michael Cassell

## Responsibility shifts to the centre

THE COMPLETION of the European single market is expected to provide the community with a 7 per cent boost in non-inflationary growth and up to 5m extra jobs. The less optimistic view is that a free market without frontiers will only widen the gap between those areas which flourish within the EC, and those which have relatively little to show for membership.

Though the evidence suggests that companies making investment decisions are not unduly influenced by the availability of targeted incentives, they are supremely concerned about the scope and quality of supporting infrastructure.

It is in this respect that European Commission funds have an important role to play, and should prove decisive in helping to reduce the gaps in living standards around the community and in ensuring the balanced development of EC regions.

In order to do this effectively, the Commission needs to maintain a dialogue not only with governments and in turn, the agencies responsible for localised investment, but with the business community itself. There has been criticism that Brussels has not paid enough attention to the views of the corporate sector, which sees itself as the "end-user", in formulating community-wide

economic strategies. Having rejected the charge, the Commission has nevertheless been stepping up efforts to stimulate an exchange of opinions and to keep in touch with the requirements of a corporate investment community which can help make or break local economies.

The chances of success for companies - and hence the capacity of a region to attract investment - depend on a number of factors. Potential investors will want to know if there is a nearby airport link.

## European Commission funds for development have an important role to play

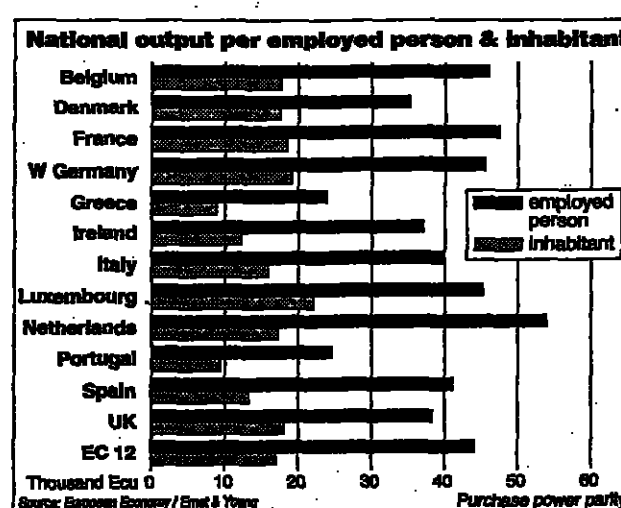
how quickly and cheaply they can reach ports and railways, the quality of the labour force, and what living conditions are like for executives and their families. Locations deficient in some respects are likely to lose capital and labour to more attractive regions.

Companies left in the peripheral regions are likely to incur a range of disadvantages, ranging from greater transport costs, less influence on more centrally located decision-makers, less choice in terms of suppliers, smaller markets and higher recruitment problems.

There may, however, be some advantages in locating in the so-called intermediate areas, situated between the prime and peripheral locations. Labour may be more available and cheaper, there is likely to be less congestion, lower rental and land costs, and greater availability of government and EC grants and loans.

A recent EC Commission study examined the issue of access to the big markets of the community. The "golden triangle" regions, covering 5 per cent of the EC's land mass but 25 per cent of its purchasing power, were understandably found to be the best located.

In contrast, Portugal, Spain, southern Italy, Greece, Ireland and Scotland - between them accounting for 45 per cent of



land area and only 15 per cent of the EC's purchasing power - were considered the most peripheral.

Despite some narrowing of such disparities, prosperity levels in countries such as Greece and Portugal are less than a third of those in richer areas

such as Stuttgart, Lombardy or greater London. The challenge to the Commission is to equalise conditions, restore confidence in Europe's many economic "blackspots" and so ensure every community has the opportunity to benefit from economic growth. Until

recently, individual governments have been left to tackle the problem while the EC has provided both funds to support national efforts and regulations to ensure those initiatives do not distort competition.

Now the frontiers are coming down, the problem of disparities becomes one for the EC as a whole, which can only benefit from the spread of prosperity and the creation of growing markets.

The Single European Act brought with it complete reform of those instruments designed to enhance social and economic cohesion, laying heavy emphasis on the need for effective participation of authorities at all levels. At the same time, the EC's structural funds have been significantly increased, to the extent that by 1993 they will have been doubled in real terms from the Ecu7bn budget of 1987, to account for one quarter of the total EC budget.

Most of the additional assistance is going to the poorest regions but significant support

is also being given throughout the community to the regeneration of declining industrial areas and to rural development.

The Commission readily recognises that the task is a long-term one, requiring an integrated effort based on a blend of public and private initiative.

According to Mr Bruce Millan, the EC commissioner for regional policies: "The Commission is only too well aware that the success of regional policies will ultimately depend

## The Commission aims to restore confidence in Europe's many economic 'blackspots'

on the influence which it can have on business location and investment decisions.

"For this reason, we are concerned to ensure that our policies are attuned to business needs and that the business community for its part knows about the community's

regional policies, priorities and programmes."

Within the structural funds, resources are primarily allocated to reduce regional imbalances, to support vocational training, retraining and recruitment of the young and to help improve conditions for agricultural production and marketing.

Additional funds can be made available from the EC budget for environmental protection, transport modernisation and the development of energy resources. The EC can also give additional loans for regional and industrial projects via the European Investment Bank and the European Coal and Steel Community.

The Commission is pledged to carry out a mid-term review of the structural policies at the end of this year, and it is likely the outcome will result in renewed impetus to strengthen both the strategy of assisting weaker regions and the resources available to do so.

But the Commission readily recognises that, however much community funds are increased, their impact on training out the rich and the poor regions can only ever provide the necessary catalyst for action by a business community whose efforts will prove decisive in efforts to create a universally prosperous Europe.

## CORPORATE TAX REGIMES

## Variations remain wide

IN 1975, the European Commission, as part of its proposals to harmonise corporate taxation, suggested that member states should set their corporate tax rates within a band of 45-55 per cent.

Not only has the proposal been abandoned, but 16 years later the average principal corporation tax rate within the community is about 36 per cent, with the UK rate currently being the lowest at 33 per cent.

The highest rate of 50 per cent is imposed by Germany on undistributed profits.

The pressure for a reduction and convergence of rates in Europe has largely been brought about as a result of competition led by the UK in lowering corporate tax rates. Not all member-states have approved of this competition and indeed Belgium has taken the matter up with the GATT in order to combat what it regards as unfair competition.

Although tax rates have fallen across Europe, the variations between member states remains wide enough to be a significant factor in choosing the best business location. It is

obvious that with a 17 per cent spread between the highest corporate tax rate in Germany and the lowest in the UK that the amounts required pre-tax in order to earn the same post-tax return in both countries is markedly different. However, the headline rates are often only an indication of the effective rate.

Other issues such as rates relating to depreciation, cost of debt, equity and retained earnings must be taken into account.

In addition, where a cross-border investment is concerned, the issues become more complex. The results are likely to be different where a company invests in its own home country and where it invests in another.

A comparison is, therefore, necessary of the tax treatment both of foreign source income

in the investor country as well as the manner in which the host country taxes foreigners. The answers to these questions will not be the same in every case, since each member state has entered into a network of tax treaties which provide differing treatment to investors from different countries.

Further incentives to shop around for investment locations are provided through a wide range of tax incentives offered by member states.

For example, the Irish manufacturing incentives and the Dublin Customs House Financial Service area offer investors a tax rate of 10 per cent which has clearly contributed to significant investment in those areas by multinational businesses.

Investment incentives in the form of tax holidays and exemptions for reinvestment

of profits are to be found in countries such as Portugal and Spain. Greece has long operated a beneficial regime exempting profits from the operation of ships under the Greek flag.

Other incentives such as the Belgian Co-ordination Centres attract headquarters operations. Italy gives exemptions from taxes for industrial investment in the impoverished Mezzogiorno region. Portugal offers a tax free zone in Madeira. And there are many others.

The two corporate tax harmonisation Directives adopted by the European Community in 1990 will have some limited impact on investment decisions. In particular, the parent and subsidiary company Directive is aimed at eliminating withholding taxes on dividend payments from subsidiaries in

one member state to parent companies in another.

It also seeks to avoid double taxation of profits in the subsidiary and again in the parent company on distribution. A follow up Directive dealing with interest payments and royalties has been proposed. This will exempt royalties and interest payments flowing across borders within the Community.

The Commission has appointed a committee of experts under the chairmanship of former Dutch finance minister Onno Ruding to consider the future of harmonisation of direct corporate taxes in the Community. It is required to present its findings by the end of the year.

The main issues are:

- Whether current disparities in levels of tax distort investment patterns in the EC and, if so, is Community action necessary to redress such distortions or should market forces be left to influence member states?
- If Community action is

appropriate, what areas of taxation should be addressed - the tax base, nominal rates or tax regimes according to the local entities conducting business?

- Is the most appropriate response through harmonisation, approximation of systems or the creation of an EC framework?

- What effects will it have on under-developed areas of the Community, small and medium sized enterprises and the environment?

Given the fact that the introduction of tax harmonisation measures at the Community level requires the unanimous approval of member states, it seems that a unified tax system is a long way off.

The Directives adopted last year have been in draft form for many years, in some cases since 1969. Consequently, companies will have to make detailed comparative analyses in order to determine the most attractive location from a tax perspective.

It will continue to pay to shop around for the best tax deals for some time.

Jonathan Schwarz

The author is editor of the FT World Tax Report and a partner of Stephenson, Harwood, City solicitors.

## Rents rise at Europe's hub

## Still waiting for a single market in property

EVEN before midsummer night when the Bundestag grasped that it could make history by restoring Berlin as Germany's seat of power, everyone wanted to locate in the city which had been the symbol of Europe's unhappy fragmentation and is now the burning hope for its renewal.

Since the Wall came tumbling down, rents have doubled to around DM65 or 70 per square metre in the west and as high as DM120 per square metre in the east where the stock of commercial office space is effectively non-existent.

So acute is the shortage of supply that few businesses of any size will be able to find space to rent at any price for several years while the planners catch up with a backlog of 15 years' building stagnation during which only 600,000 sq

metres of new space were completed.

Even those who want to own their own buildings and are prepared to construct them from scratch will be held back at least until the planners have completed a masterplan for the reunited city.

It may therefore be no bad thing that it will take at least four years to transfer the Bundestag to Berlin and as many as 10 years to relocate the ministries. That may give the city time to catch up before a new flood of politicians joins the commercial demand already threatening to swamp it.

Other traditional centres of attraction in Europe will also be grateful if Berlin is unable to satisfy all its demand for a period. Many of them, having experienced strong growth

Continued on next page

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EUROPEAN INVESTMENT LOCATIONS 3

Barry Riley looks at prospects for London, Paris and Frankfurt as financial centres

# Big three join battle for supremacy

IN THEORY there no longer needs to be financial centres at all. Modern information technology hooked up by satellite links and optical cables can mean that a trader far away in the countryside can have all the screens and voice links required to be in the middle of the electronic market place.

It can even be argued that the struggle for supremacy among European financial centres is irrelevant, and that the idea that the location of a future European Community central bank will have tremendous geographical implications for the financial services industry is simply old-fashioned.

That is one theory. But, in the end, financial centres are about people, and people tend to be gregarious. You need a critical mass of salesmen and traders, a similar quantum of back-office staff who are capable of sorting out the snags when deals go wrong, and all the programmers and technicians who make the equipment work. What is more, such people must be available for hire, and not locked up in lifetime employment with local universal banks.

This focus on local universal banks is simply old-fashioned. In the end, financial centres are about people, and people tend to be gregarious. You need a critical mass of salesmen and traders, a similar quantum of back-office staff who are capable of sorting out the snags when deals go wrong, and all the programmers and technicians who make the equipment work. What is more, such people must be available for hire, and not locked up in lifetime employment with local universal banks.

Continued from previous page over the second half of the 1980s, now appear to be hanging fire.

Some, such as London and (to a lesser extent) Madrid, are suffering a setback.

It may not be irrelevant that those most visibly caught in the doldrums are among the most expensive.

Ian White, a director of estate agents Richard Ellis, makes the pertinent point that occupiers are interested in minimising costs. "As rents rise they look for alternatives such as buying outright."

Certainly one of the most healthy rental markets is Brussels which happens also to be comparatively cheap.

According to Richard Ellis's own figures for total occupation costs, an office next door to the Eurocrats would cost the equivalent of only \$37.35 per sq ft, a fifth of the overall costs of \$186.22 in London's West End.

For many companies, those cost comparisons reinforce Brussels' inherent attraction as the geographic and (possibly) political centre of Europe.

It is not just the Japanese who believe that the natural place for a European headquarters is where the Euro movers and shakers hang out.

Such considerations aside, agents report a noticeable bias towards northern Europe among those wanting to make their presence felt in Europe. The southern countries (cr-

for papers to be physically distributed. Such trends have encouraged the development of satellite centres. Paris has its big new commercial centre out at La Défense, New York has expanded into the mid-town area, and now Canary Wharf has been optimistically developed a few miles to the east of the City of London to accommodate the expected growth of the UK capital as a European financial services centre.

London remains Europe's dominant centre in many aspects of international finance, but it is up against stiff competition. Paris has gone through its own Big Bang and whereas until 10 years

ago it was a very inward-looking centre, today it has serious ambitions. Then there is Frankfurt, benefiting from its position at the financial centre of Europe's most powerful economy. Frankfurt, too, has been getting its international act together, for example by modernising the fragmented and regionalised German stock market.

These are the big three. Elsewhere, national financial centres either suffer from insularity, like Milan, or from the lack of a large enough economic hinterland, which is Amsterdam's problem.

London remains Europe's leading financial centre, and it has a long history as an outward-looking centre to support it. Alone in Europe it has made successful efforts to internationalise its stock market, and traded \$150bn of foreign stocks last year, against the mere \$2.5bn of non-German equities traded in

that difficulty was resolved last October. Londoners are still concerned that the lukewarm attitude of the British government to European integration could count against it in the location of future central banking institutions. However, London won the new European Bank for Reconstruction and Development.

Frankfurt has been busy curing some of its weaknesses, for instance by asserting its dominance over the fragmented German stock exchange. The unification of Germany has boosted its potential power, and indeed the shifting of the centre of gravity of the EC eastwards, taking in Sweden and Austria as well as East Germany, and the scope for further development in Eastern Europe, give it strong cards to play.

Against that, Germany has a history of heavy-handed regulation and limited

innovation in the financial markets, so that it has been very late into the financial futures business. Moreover Frankfurt just must face a distracting internal challenge from Berlin, which after nearly 50 years is to become Germany's political capital once again.

As for Paris, it has spent enormous sums on developing its infrastructure and has introduced amazing reforms to its major markets so as to compete on the international stage. However, it is still dogged by a history of political interventionism: in the past the finance industry in France has been forced to serve the interests of the state and big business rather than the clients.

Several big banks and insurance groups continue to be state-controlled, and France has a Socialist government. France is leading the way in some aspects of protectionism, for instance in attempting to ensure that the draft Financial Services Directive gives protection to national bourses. Still, Paris is a serious player, and plays host to about 280 foreign banks, which is more than Frankfurt (250) although far short of London's 480.

Exactly how much of the European time zone financial business is carved up between these three centres, and in what proportions, will depend on many factors. London's lack of any elected political boss who could promote the City's virtues might prove a disadvantage, and sympathetic national legislators may prove to be less important in future as common EC law and regulation becomes more and more dominant.

Language, culture, location and image will all count. But no doubt political string-pulling in Brussels and Strasbourg will also be important.

Continued from previous page

and tenants dragging their feet, but with vacancy rates of only three per cent in the CBD inner core, the present state of new building will do little more than restore equilibrium. Paris, where accommodation costs are around \$105, is not likely to drop from second position.

Most inward investors trying to weigh the respective merits of the main centres will need their hands held by experts. Not only local taxes, but leases and the very basis on which rents are calculated vary enormously.

Weatherall Green & Smith, one agent which translates international costs into sterling equivalents, produces a chart bristling with footnotes.

Space can be measured as the net floor area for office use (minus toilets or other internal facilities) or as simple gross overall area. Leases can range from a low of two years to the 25 common in Britain. Rents can be payable monthly in advance, or quarterly - which can make a difference to cash-flow.

Only in Britain are rents automatically adjusted upwards every five years to full market rates. Not even the archetypal Euro tax, VAT, is levied at the same rate or on identical terms. A single market in property has most definitely not arrived.

Christine Moir

Today's would-be pan-Europeans are satisfied that the markets, the skilled staff and the infrastructures point north. That does not mean that all southern cities are cheap

Today's would-be pan-Europeans are satisfied that the markets, the skilled staff and the infrastructures point north. That does not mean that all southern cities are cheap

Christine Moir

Deciding correctly is increasingly hazardous

## Professional help is readily available

CHOOSING a location is a complex task. Sophisticated skills are needed, some of them outside the normal executive range. Fortunately, professional help is available - from an increasingly wide range of sources.

Until the approach of the European single market boosted the volume of cross-border relocation decisions, the consultancy market had been left to the international property agents (most of them British in origin) who have had branches in all the main commercial centres round the world for upwards of 20 years.

Initially, company executives would make their own decisions about where they wanted to locate, then commission agents to find them a suitable building or site. As time went by the agents became available to offer additional services, both before and after the property search stage.

For many years, the leading firms have published global property market statistics which allow corporates to compare accommodation costs in different regions - thus influencing the location choice at an early stage.

Their natural affinity with architects and builders encouraged a tendency to develop their own project management skills to the point where they can skillfully monitor building progress and/or provide many construction services.

Increasing familiarity with particular markets also gave them an ability to guide clients through the maze of local regulations.

subsidary in New York devoted to cross-border relocation assistance, talks in almost holistic terms about how a client "invests its property dollar". Richard Ellis is, for instance, advising Herts on its overall European expansion plans. "The actual property search is often right at the end of what we do, sometimes a year after our main report to

Such energetic sparring can only be good for the customer

the client," says Mr White.

In broadening the range of location advice beyond pure property matters, however, the estate agents have opened this market up to outside competition, mainly from the international accounting firms. While the property specialists have been widening their skills from a basis in rent negotiation and valuation, the accountants have developed important management consultancy operations on the back of their book keeping and number crunching reputations.

A number of them have begun to extend into the area of relocation. One such is Touche Ross which, among other clients, advised both Nissan and Toyota on their decision to base their European headquarters in Britain. John Everett, who heads TR's Major Projects Group, says that his 45-strong group is evenly divided between accountants, engineers and property specialists, as half of the work of the division is generated by relocation demands.

There is no doubt that the management consultants

intend to compete head on with the estate agents. "We hold our client's hands right through the entire process," says Mr Everett, "including the property search. But we don't try to avoid using the professional chartered surveyors whom we rely on to put forward individual buildings or sites to our client."

The chartered surveyors, for their part, refuse to accept such a narrow speciality. They regard the whole process as a natural development of the property industry and believe that management consultants have a limited role to play.

The accountants' strong suit is cost analysis. Both agents and accountants agree that minimising accommodation costs is a major corporate priority. In terms of a location decision that factor begins with rental levels or building costs but does not end there. It encompasses grants, taxes, local wage levels, transport costs and a myriad of other factors which accountants rightly regard as their preserve.

Not that the accountants, wearing their management consultants' hats intend to restrict themselves to their traditional patch. Mr Everett is satisfied to hold his Japanese clients' hands all the way through to helping them fit out factories, find staff or even provide housing for the staff they have signed up.

Such energetic sparring can only be good for the customer. The location decision will always be a difficult one. A *fond* it can only be taken by the corporate. But the competition to provide advice and support has improved the data on which the decision must be based and made the process much less lonely.

Christine Moir

Telecommunications services analysed

# Reliability is crucial consideration

WHEN a US businessman from West Virginia made a \$50 cash withdrawal at Grindlays Bank in Bangladesh on June 2 this year, little did he know that his was the first Visa card authorisation to be routed via Basingstoke, a medium-sized town 50 miles south-west of London.

His transaction marked the opening of Visa's new computer centre in Basingstoke, which will have the capacity to authorise 14th transactions a year worldwide by 2000.

Visa decided to install the data centre in Basingstoke in 1988, and the ease of providing links to countries such as Bangladesh was one of the factors that influenced the credit card company's choice of location. Visa employed consultants in the UK and in Europe to assess the pros and cons of different countries. They took into account price, availability, flexibility and quality of telecommunications services, before settling on the UK.

Basingstoke was chosen because of its proximity to London, where Visa has another control centre, and to international airports at Gatwick and Heathrow. It was also a good location because unlike many sites outside large cities, it was served by a digital BT

exchange. BT has now digitalised the whole of its trunk network, but in 1988, many of them were still using inferior analogue technology.

Many other European networks, however, are still largely analogue outside capital cities. This means that new digital services such as the Integrated Services Digital Network (ISDN) over which voice,

data and video can be passed, are not available to companies which decide to locate in such areas. For multinational companies with increasingly sophisticated telecommunications requirements, this can be an important disadvantage.

Europe has traditionally been slow to develop new telecommunications services, some of which have been available in the US for many years. The situation is now starting to change, however, and with the monopoly status of the old PTs coming under intense pressure from the European Commission, innovative and technologically advanced new services are coming on to the

market. Nowhere has innovation been given a better chance to flourish than in the UK. Following the completion of the government's review of the telecommunications sector earlier this year, all telecommunications services, with the exception of international traffic which will remain a BT/Mercury duopoly, will be open to competition.

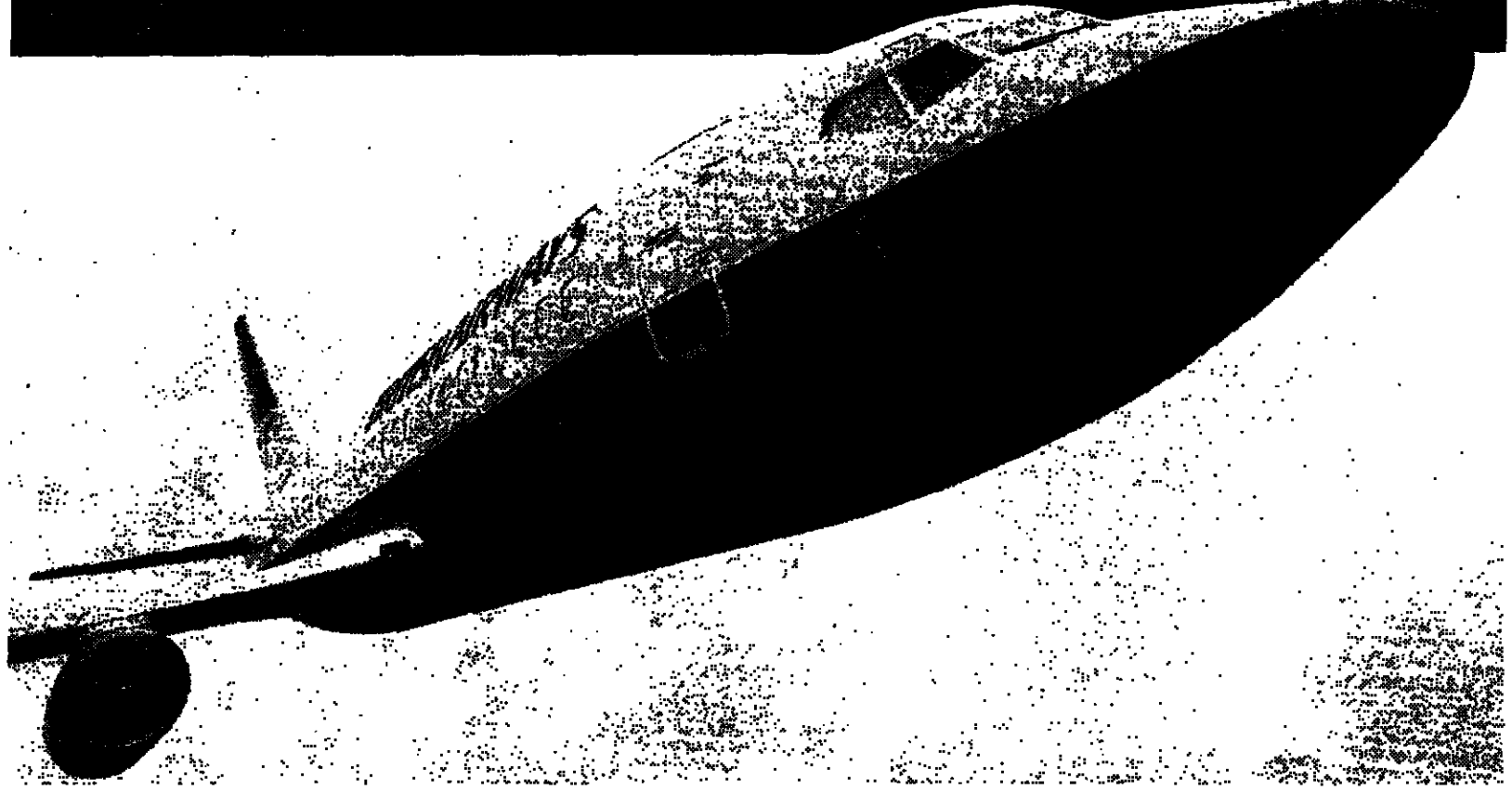
And the British government certainly believes that the competitive environment will act as a magnet to countries outside Europe seeking out a European headquarters.

John Redwood, minister for corporate affairs and telecommunications, claims that "London has become a kind of Mecca for telecom pilgrims who want to see the true faith". He expects to see international companies "locating their worldwide telecom headquarters here in the UK, because it is at the centre of crucial time-zones between Japan and America, and is at the centre of technological developments in telecommunications."

The minister's vision of a highly competitive market, pulling down prices and hoisting up quality, may be premature. But the UK is undeniably

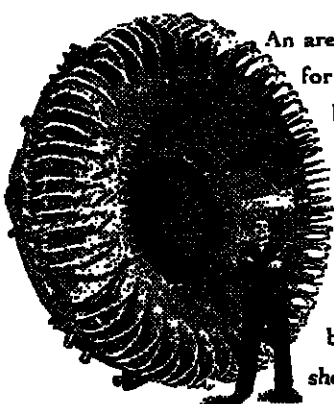
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## EUROPEAN INVESTMENT LOCATIONS 4

## IN THE EC'S HEARTLAND

## Steady farewell to handouts

ALTHOUGH Belgium has investment incentive schemes, these tend to be overshadowed by more significant reasons why companies want to invest there. It is the hub of the European Community's densest industrial area as well as its political headquarters. When its high industrial labour costs are cited, so are the high-ranking productivity and skills of its workforce.

Public incentives to new investors without special qualifications, however, are on the wane. From August this year, the Flanders Investment Office (FIO) and its counterparts in the regions of Brussels and Wallonia will have fewer handouts to sway potential investors.

As in most EC states, prospects of the single European market have thrown Belgium's public investment laws into upheaval. For Belgium, the main sacrifice to the EC's paring-down of national investment levels will be the loss of its general subsidy law, regarded by the EC as the most biased of its kind in any EC state. The 1959 Economic Expansion Act will be abolished from August.

For some regions, and especially parts of Flanders, the abolition of general subsidies will hurt. The 1959 law has for years allowed companies to wriggle round the stricter terms of Belgium's other investment schemes, which help small companies or economically depressed areas. Under the general scheme, almost any company can receive cash grants or interest rate subsidies of eight to 10 per cent of its investment from a

regional government. The regions are now trying to devise their own replacements for the 1959 law. The Wallonia region has gone to the EC for a proposed new set of cash grant and interest rebate incentives favouring high-technology, energy-saving and environmental projects. Jean-Marie Agard, deputy general manager of the Walloon government's foreign investment committee, says he is confident the EC will approve the plans.

Large parts of Wallonia, mainly in the south, are already earmarked by the EC for special aid. Companies locating there can enjoy subsidies of 22 per cent of their investment, or 30 per cent in former steelmaking areas in Liège and Charleroi.

The loss-area, in terms of public grants, will be most of the Flemish provinces, all but three of which have depended for assistance on the general subsidy rule.

Both regions are bidding to ease the new restrictions by raising the ceilings under which smaller companies are eligible for assistance. Outside the development zones, the threshold for Belgium's small companies could rise from 50 to 250 employees, which would still be well below the equivalent level in Germany.

As well as the cash grants and interest rate subsidies given out by the regions, Belgium has a host of centrally-organised tax incentives. Most were part of a sweeping new programme introduced in the early 1990s, which is now being tightened up in the build-up to the single European market.



BELGIUM

Tax breaks for companies classified as reconversion and innovation projects were all scrapped last summer, along with a generally unsuccessful scheme which gave 10-year tax holidays to pioneering high-technology enterprises.

However, the most successful fiscal package in Belgium, the so-called Co-ordination Centre Scheme, is likely to stay. This offers 10-year tax concessions to multi-national groups setting up their administrative headquarters in the country, so long as they avoid value-adding business activities within Belgium itself.

Plant location advisers do good business explaining Belgium's mix of regional and national schemes to confused clients. Mr Wilfried Vossen, managing director of Brussels-based Price Waterhouse Plant Location International, which is currently consulting on Toyota's construction by 1992 of a European headquarters in Brussels and a parts supply plant at Diest in Flanders, says Belgium has specialised in the tailor-made package to suit a particular project.

Adrian Strain

THE dramatic political shifts across Europe in the last two years have restored Germany in its old function as the economic hub of the continent. For companies seeking the best possible market opportunities to profit from political and economic integration between east and west, Germany as a vantage point cannot be ignored.

As the economically strongest country in Europe with a higher population (now nearly 80m) than all others apart from the Soviet Union, Germany looks likely over time to increase its relative dominance in European manufacturing as well as in a range of other industries.

For the next year or so, however, it is the problems caused by reunification – and particularly the ensuing financial turbulence – which are likely to catch the headlines.

The skewing apart of the economies in east and west Germany since the reunification process got under way in spring 1990 has made the German investment scene unusually complex. With the forging together of two disparate parts of the nation, the comfortable certainties previously attached to west Germany have been watered down or have disappeared.

The traditional picture of the Federal Republic as an export-orientated, predictably run country with highly stable labour and management conditions has undergone an intriguing transformation. Inflation – at 3 per cent in west Germany – is low, but rising.

Wage rises in 1991 have been

## Europe's changes generate rising inflation

## A cloud in the sky

arguably higher than the country can afford – particularly in the struggling east. It is still not certain whether a united, but more polarised Germany can offer the same excellent record of consensus between government, employers and trade unions which was one of the hallmarks of the old Federal Republic. In short, Germany today offers opportunities and pitfalls in equal measure.

For companies wanting to set foot in the centre of Europe, east Germany presents a particular conundrum. On the one hand, the presence of large and growing markets as well as a trained and skilled labour force provides investors with strong potential benefits.

With a fair degree of certainty, the eastern part of Germany can be predicted to be in a few years' time Europe's fastest growing region. On the other, the entry of the D-Mark, and the rapid rise of east German wages since unity last year have rapidly removed the country's otherwise considerable advantages as a low-cost production area.

Unity has given an impressive economic boost to west Germany, which saw gross national product last year grow by 4.5 per cent, the fastest since the end of the 1970s. But the introduction of the



GERMANY

hard D-Mark into east Germany in July 1990 (three months before political unity on October 3), and the opening up of the moribund economy there to full international competition have had a shattering effect east of the Elbe.

Earlier Bonn government hopes that spring 1991 would see an economic upturn in the east have been dashed. The economic depression in east Germany will probably not bottom out until the second half of this year – by which time industrial output is likely to be no less than 75 per cent lower than in the first half of 1990.

While unemployment in west Germany has dropped

back to well below the 2m level, in the early summer in east Germany 840,000 people were without work, with another 2m on short time working (more than half of them doing less than half their normal work).

One factor behind the sharp rise in the jobless rate has undoubtedly been the explosion in east German wages, which in 1991 are calculated to be around 60 per cent above the level of a year earlier. The general level of east German wages is still only around 50 to 60 per cent of those in west Germany – but in a number of leading areas such as the public sector and metal-working, wage parity between east and west is expected by 1994.

Since wage rises are running well ahead of productivity increases, companies have had little choice but to make even more savage staff cuts than would otherwise have been envisaged. The depression in the east has been accompanied by greatly increased public sector transfers from west Germany to top up social security payments, ease companies' balance sheet problems, boost corporate and infrastructure investment, and clean up the environment.

At the same time, the Bonn government has modified its policies on the Treuhands, the

Berlin-based public sector agency which owns the industrial, land and property assets of the holdings of the former communist state. The Treuhands has been making a moderate success of privatising assets – above all in west German companies – and is trying to internationalise its activities. But it has now been clearly given a mandate by the government to intervene with financial help to prevent struggling industrial combines from closing down.

Mr Dietrich Rohwedder, the former Hoesch steel chairman who took over as the Treuhands' chief executive last year, was murdered by terrorists in a chilling attack at his Düsseldorf home in April. Mr Rohwedder, a Social Democrat free marketeer, was moving towards more interventionist policies when he was killed. As foreseen by Mr Rohwedder before he was murdered, tragically killed, the Treuhands by the end of the year will have sold the most marketable groups in its portfolio. It will then be left with a ragged selection of industrial interests which will in effect introduce considerable permanence into its role as a giant state holding company.

As Germany faces up to integration in both east and west Europe, it stands to profit more than any other country if events run smoothly. But if there are setbacks, the country at the heart of Europe will experience a sharper and deeper chill than nations at the periphery.

David Marsh

## Where geography is the main asset

## The market's gateway

FINANCIAL incentives for foreign companies locating in the Netherlands have always been modest by the standards of southern Europe or Ireland, but the availability of subsidies has dried up even further in recent years as the Dutch government seeks to curb spending.

Even without large financial incentives, however, the country is generally successful in attracting foreign investors. Rather than relying on financial factors, the Netherlands seeks to compete effectively by emphasising the efficiency of its infrastructure, its reputation for good labour relations and the skills of its workforce.

In 1988, the country scrapped one of its main financial incentives – the WIR tax credits on fixed-asset investments – which were traditionally available to domestic and foreign investors alike and which cost the Dutch state several billions of guilders a year.

With the demise of these credits, the Netherlands' only direct financial incentive scheme at the national level is a modest programme of investment premiums for companies investing in designated regions with weaker economies in the north-east and south of the country.

The programme, known by its Dutch initials IPR, offers premiums of between 15 and 35 per cent on investments in disadvantaged regions. The amount available each year is small, generally running between £2,500m and £3,000m for the country as a whole. The regional investment premiums for border areas in the south and east are due to expire in late 1992 and will probably not be renewed because of progress made in improving economic



NETHERLANDS

conditions. The current programme of investment premiums for the north runs until 1994 but will probably be extended.

In addition to the regional scheme, local councils often seek to entice foreign corporations to their communities by making land available at discount prices.

Government officials dispute the view that the Netherlands lost a significant incentive programme by axing the WIR tax credit scheme three years ago. When the credits were eliminated, the government coaxed angry Dutch businesses by reducing the corporate tax rate from 42 to 35 per cent. This, officials say, is a lasting financial incentive to set up a company in the Netherlands.

In the race to attract foreign investors in the run-up to the European single market, the Netherlands has booked successes in getting US and Japanese companies in particular to set up their European headquarters in the country.

Amsterdam, for example, plays host to the European

headquarters of Canon, the Japanese photography and office equipment group, and Nissan, the car maker.

Generally, the Netherlands has little problem persuading foreign transport and distribution companies to set up local operations. Rotterdam, the world's largest port, and Schiphol Airport in Amsterdam are regarded as convenient jumping-off points for goods arriving and leaving the continent.

According to a recent survey by the Holland International Distribution Council, the country has captured 40 per cent of all the centralised European distribution operations set up by large US and Japanese companies in Europe. If smaller companies are included, the Netherlands has between 15 and 20 per cent of all European distribution centres maintained by US and Japanese companies.

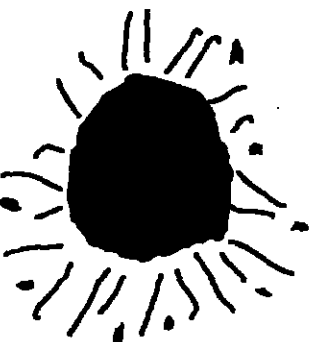
By contrast, the Netherlands has only 7 per cent of all foreign industrial operations in Europe. The country makes no real attempt to compete with low-wage countries along the Mediterranean for basic, capital-intensive manufacturing. Instead, its promotional efforts are concentrated on attracting high-technology enterprises, particularly in the field of biotechnology, to the country.

In 1990, the Netherlands Foreign Investment Agency helped bring 66 new foreign companies to the Netherlands. Of these, nearly 25 per cent set up manufacturing plants, while more than 33 per cent established distribution activities. The rest involved setting up either an international services company or a regional European head office.

Ronald van de Krol

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## Telecoms crucial

Continued from page 3  
the dynamo for tariff reform and innovation in Europe. Competition to BT from Mercury Communications has brought down the price of the normal telephone service, and of the domestic and international leased lines which serve the telecommunications requirements of large companies.

The European Telecommunications 1991 survey published by Logica, the London-based consultancy, earlier this year, showed that international leased lines to the US were cheaper from the UK than from any other country, with the exception of France Telecom, which is cheaper than BT, but more expensive than Mercury. The rental charges for national circuits, meanwhile, are as much as seven times cheaper in the UK than France, and only the Netherlands, Ireland

and Scandinavian countries have tariffs that compare favourably as the UK's.

But the UK is not the cheapest country in Logica's comparison of public network tariffs. In a comparison of typical monthly telecommunications spend by multinational companies, Denmark comes out as the cheapest location in Europe, followed by the UK (Mercury Communications). Sweden and then the UK (BT). The baskets are constructed with 30 per cent local calls, 10 per cent trunk calls, 30 per cent of calls to adjacent countries and 30 per cent of calls to North America.

Prices are by no means the only consideration for companies such as Visa. Reliability is crucial because the Visa network could not function without stable telephone links. Surveys on the quality of public data services carried out each year by the European Association of Information Services (Eusidic) give North European countries such as West Germany, the Netherlands and Sweden top marks, with failure rates varying from 8 per cent to 15 per cent.

In southern Europe, the failure rate is above 30 per cent. Little information is available on the quality of leased lines, and a planned survey by the International Telecommunications Users Group, was abandoned last year.

Flexibility is another key issue. There are strict controls on what you can and cannot do with leased lines in many European countries, and, generally speaking, there is more freedom in northern Europe than in southern countries such as Spain, Italy and Portugal.

Among the forbidden practices are connecting leased lines with public networks, carrying third-party traffic, and reselling or sharing leased line capacity.

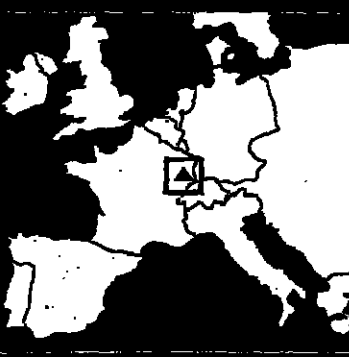
Telecommunications services are rarely the decisive factor in a company's choice of location.

But in an age where information is becoming crucial, to companies looking for a competitive edge, the price, availability and reliability of telecommunications services cannot be ignored.

Mark Newman

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## Protectionist image has curbed

investment inflows says

Barbara Casassus

## A battery of incentives now on offer

FRANCE has taken a number of measures to make life easier for inward investors in the past few years, but has not shaken off its protectionist image.

Before January 1990, for example, companies from outside the European Community had to ask permission to acquire a French business and wait sometimes for many months - for the finance ministry to pronounce.

Since then, companies have had merely to inform the ministry and, if they hear nothing within a month, may go ahead with their deal.

Even so, the Organisation for Economic Co-operation and Development commented in its latest survey on France that the country's continuing protectionist image has probably curbed investment inflows. The outspoken anti-Japanese remarks of the new prime minister, Edith Cresson, are unlikely to improve the situation.

Nonetheless, France has been offering a battery of incentives for foreign companies to set up businesses since 1982, with a 25 per cent ceiling on grants for investments in land, buildings and equipment during the first three years of operation.

Some of the funds come from France's receiving less regional development cash from the EC than a few years ago.

The government agency, Datar (Délegation à l'Aménagement du Territoire) in the form of "Primes d'Aménagement du Territoire".

These PATs, provided with a number of conditions attached, have averaged between FF200m and FF300m a year since they began.

Since 1984, some investment grants have come from local authorities as part of France's decentralisation efforts. These include 25 per cent subsidies on new buildings from municipalities to attract new companies to business parks and industrial zones.

There is also an assortment of tax concessions, low-interest and long-term loans from government agencies or banks, training grants technology research and development grants from the governmental Anvar (Agence Nationale de Valorisation de la Recherche).

France is receiving less regional development cash from the European Community than a few years ago because of the shift in focus to the poorer countries of southern Europe. The reform of the EC so-called structural funds reduced the area of France covered from about 40 per cent of the population to 30 per cent.

This has brought the French share of the European Regional Development Fund (ERDF) down from FF22bn in 1989 to an average of FF14bn a year for the current 1989-1993 programme.

A few months ago, the EC Commission in Brussels told France to remove 11 departments from those qualifying for PATs either by July or the end of the year, but DATAR has not gone along with the edict.

Although it accepts that the territory covered by the grants must be cut from about 42 per cent of the population to under 40 per cent, it rejects the menu of 11 issued by the Commis-



FRANCE

sion. Furthermore, large scale layoffs by tyre manufacturer Michelin and computer maker Bull mean other parts of the country could become deserving cases.

Meanwhile, there are plans to reduce central government funds in redevelopment programmes for depressed areas from 50 per cent of the total to a maximum of one-third, with the other two-thirds provided equally by the local authorities and the companies creating the unemployment.

About 12 programmes are already in action on a 50-50 government/company split, but a new one is being prepared with a three-way bill to absorb layoffs from Bull's plant in Belfort.

Another issue now is Brussels' rejection of the French government's request to create a fourth free enterprise zone around Valenciennes in the Pas-de-Calais region.

The area was an important centre of the steel, textile, mining and mechanical industries and has an unemployment rate of 17 per cent, about 7 per cent more than the national average, despite 15 years of effort to stimulate the local economy.

The three other enterprise zones around Dunkirk in the north and La Ciotat and La Seyne in the south, which offer companies a corporate tax holiday for the first 10 years, were all created in exchange for agreement by the French government to scrap shipbuilding subsidies.

The move drove the Normed shipyards in the three areas into bankruptcy and threw 8,800 people out of work. So far, the four-year-old enterprise zones have created 3,520 jobs and Datar expects the total to reach 5,000 out of the promised 6,915 by next year's closing dates in February and July.

Officials admit that Paris has nothing to offer Brussels in exchange for granting enterprise zone status to Valenciennes, but they are still unimpressed by the lesser fiscal attractions linked to capital depreciation that are offered instead.

Consequently, the government might face the choice of accepting terms considered inadequate or going ahead anyway and risking the wrath of the EC Competition Commissioner, Sir Leon Brittan.

Assorted tax concessions, low-interest loans and training grants are available

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THE FIRST reason the UK is an important European investment location is that it is a substantial market in itself. It has attracted more companies from outside the EC than any other western European country in the past decade.

With 56m people in Britain, there is considerable scope for sales of sophisticated consumer goods, such as computers and cars. Accordingly, Nissan, Honda and Toyota have all set up car plants in the UK. In the next few years they will be joining Ford and General Motors of the US and Peugeot Talbot of France in making, or at least assembling, cars in the country, rather than importing them.

In computers, when Compaq launched a drive in western Europe, it wanted to start out in the largest market for its personal computers. This was the UK, and Compaq settled in "Silicon Glen" in Scotland. An added incentive was that there were more than 300 electronics companies in Scotland, so they

could go in for local sourcing of raw materials and cost-effective just-in-time delivery practices of components.

The domestic market apart, however, foreign companies have one eye on the perceived need for non-EC companies to be based within an EC member-state by the start of 1993. There is a belief that once the deregulation through implementation of the directives of the internal market regime start taking effect, countries from eastern Asia and the US could be shut out and discriminated against by a "fortress" western Europe.

Britain seems - for now - to be the preferred location in the EC. Exact figures for the amount of inward investment

near Londonderry, Daewoo of South Korea has opened a £18m video recorder factory in Antrim, creating 500 jobs. Japanese companies have recently shown an interest in Northern Ireland.

"Five years ago there were no Japanese enterprises in the province," says Mr Tony Hopkins, the IDB's chief executive. "Now the Japanese are employing about 3,000 people, mainly in the car components sector. That's nearly 3 per cent of our manufacturing workforce."

According to the IDB there are now more than 200 overseas companies operating in Northern Ireland, employing

the changes in the pattern of manufacturing world wide, thousands of jobs have been lost in the province over the past 40 years. Harland and Wolff the world famous Belfast shipbuilders, had a workforce of more than 20,000 in the 1940s.

It now employs 2,500. Mr Hopkins says the whole approach to foreign investment has changed in recent years. While the IDB hopes to announce significant new investments in the coming months, big job creating projects are ever harder to find. Now the emphasis is on small to medium sized projects, able to integrate with existing enterprises in the province.

While the IDB still has a budget of £100m per year, grants and other financial incentives to overseas companies are no longer so important.

"We have to have incentive packages basically based on our competitors - whether it's Scotland, Wales or the Republic of Ireland - have them," says Mr Hopkins. "But we don't see them as the main part of our armoury."

Increasingly the emphasis is put on Northern Ireland's young, educated population (the province has the highest birth rate of any part of the EC).

"In recent years we have been trying to vastly improve Northern Ireland's research, marketing and training so that companies can improve competitiveness and create long term employment opportunities throughout the economy," says Mr Hopkins.

Service jobs have become increasingly important in the province's economy. Companies such as British Telecom and a number of government departments have recognised the cost advantages of locating many of their "back office" activities in the province. More than 1,000 such jobs have been created over the last two years.

Mr Hopkins says that despite Northern Ireland's special problems, the province has several advantages, not least its quality of life. "Northern Ireland is uncrowded and has some of the best infrastructure in the UK," says Mr Hopkins. "People come here and are constantly surprised by what they find. It's interesting that so many of our investors pass the good word on - they are always very willing to act as ambassadors for Northern Ireland."

There have been factory closures. In June, 280 jobs were lost at Mackie's, the US owned engineering company in West Belfast. The IDB has been criticised for failing to dent in any significant way Northern Ireland's unemployment figure.

Manufacturing has traditionally been the economic backbone of the province. But with

more than half the local manufacturing workforce. In the years 1986-1991 these overseas companies created more than 15,000 jobs.

There have been considerable problems. Mention of the failure of the De Lorean car production plant - now the premises of Montpel - still makes officials wince. However the failure of the US car project was not the fault of Northern Ireland or its workforce but of the project's sponsors.

The conflicts in the province have made life very difficult for the IDB. But the violence is now considerably less than 15 years ago. The IDB says it no longer needs to offer large financial incentives to overseas companies in order to overcome their prejudice about setting up in the province.

Last year was disappointing for the IDB. Job creations were well below target, mainly, according to the IDB, because of ever increasing competition for mobile investment and the effects of the Gulf war and the economic recession.

Britain is a substantial market in itself, says Stewart Dalby

## UK still the most favoured nation

are difficult to obtain.

One large single investment can appear to inflate the total for any given year. For example, Toyota was said to be prepared to invest £700m in its car

£250m of foreign capital was committed to investment in Scotland. It is a fair estimate that in the buoyant years of the mid-80s, more than £1bn a year was committed to the UK.

In the past decade, the UK has attracted more companies from outside the EC than any other western European country

plant in Derbyshire. But not all this money would come into the project in one year.

One report claims that between 1984 and 1987, US companies invested \$11bn a year in the EC: a third of this came to Britain. Locate in Scotland, the agency arm of Scottish Enterprise, says that in 1989-90

The Department of Trade and Industry estimates that in 1989 nationally nearly 60,000 jobs were created by foreign companies in more than 300 investments.

An earlier wave of US investment was drawn to the UK because of similarities of culture and language. Japanese companies latterly have also cited the English language as an important consideration.

The Japanese have a low level of foreign language literacy. While some Japanese businessmen can make their way in English, speakers of other European languages are rare.

Other reasons given by eastern and European business people are the conditions of employment, and the on-costs. By this they mean that since the reform of trade union law in the mid-80s, it is easier to manage.

Companies can now achieve, in manufacturing, at least, three shifts in 24 hours of working, and single union agreements. In other western European countries there are more stringent conditions about the number of hours in a working week, and other conditions of employment. The on-cost of an employee - pen-

sions and other benefits - is also relatively low in the UK where it averages about 20 per cent a job. In Germany, for example, it could work out at 45 per cent.

Once the UK has been targeted, the actual location has depended on the nature of the operation. Manufacturing and high-technology companies have, broadly speaking, tended to gravitate towards assisted areas, such as Scotland, north and south Wales, the north-east, and the north Midlands.

Regional selective assistance can amount to 30 per cent of the capital cost of a new project in a development area and 15 per cent in an intermediate area. With training grants, and help from British Steel and/or British Coal if companies are located in old steel or coal areas, and cheap loans from Europe, there is significant assistance available for new companies.

But subsidy is not everything. According to Mr David Brown, the UK Director of Locate in Scotland, "Assistance is of nothing if other conditions are not right."

Most of the assisted regions are in areas where traditional industries, such as mining, steel, textiles and shipbuilding, have been run down. These areas usually have pools of unemployed skilled labour.

Land is also often relatively cheap - in Scotland, for example, land in some areas can be found for £20,000 an acre, whereas in the south-east of England at the height of the 1980s economic boom, an acre could cost £1m.

Even so, subsidised areas do not always win the investments. Toyota went to Derbyshire and Honda to Swindon, neither of which, strictly speaking, are assisted areas.

It is because investment decisions are so multifaceted that the specialist agencies are keen to achieve one-stop packages for potential investors. These give information on what help is available, as well as guidance on labour, land and other comparative costs.

The most dynamic specialist agencies, such as Locate in Scotland, which has partly subsumed the old Scottish Development Agency and the Welsh Development Agency, realise the competition is sharpening.

The outlook for investment in Britain over the next five years is good, but thereafter the going could get considerably more tough.



BRITAIN

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INCENTIVES

All European community countries provide incentives to companies to locate in particular areas, principally those parts of a country which are least developed or suffer from high unemployment.

The spatial coverage of these incentives varies considerably from country to country, says an Investors report called "The Regions of Europe," by Ernst and Young, the chartered accountants and consultants.

The population coverage (per cent) of main regional incentives are as follows:

UK	38.8
Ireland	100
Belgium	33.1
Denmark	19.7
France	39
Greece	100*
Italy	53.7
Luxembourg	100
Netherlands	75.8
Portugal	100
West Germany	29
Spain	47.7

\*Grants are available throughout Greece for certain principally high-tech sectors. For other sectors, grants are available in 50 per cent of the country. Source: EPRC, Ernst & Young.

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## EUROPEAN INVESTMENT LOCATIONS 6

IN APRIL, the chairman of the large retail bank Banesto said that the sale of Spanish companies to foreigners was "not desirable".

Mr Mario Conde, who also heads Corporación Banesto, his bank's industrial holding, was speaking at Bilbao's Deusto University, a leading domestic centre for business studies. Spanish banks, he said, should reinforce their traditional stakes in industry in order to "maintain the (domestic) control of Spanish corporations". This, he stressed, was vital because research and development was almost never undertaken by subsidiary companies and because "re-investment decisions are taken by the parent company".

Foreign investors would have been entirely wrong to take the words of Spain's best known business leader at face value. Within two months, Mr Conde had made three large asset disposals to foreigners.

● He sold Corporación Banesto's 24 per cent stake in Ferromet, Spain's third largest oil refiner, to British Petroleum, paving the way for the UK corporation's bid for outright control of the company; ● he sold 24 per cent of his



SPAIN

group's insurance affiliate Union y Fenix to France's AGF;

● and he sold a Banesto bank subsidiary in Catalonia which the parent bank had nursed back to financial health to Italy's Istituto Bancario San Paolo di Torino.

If Mr Conde is not matching words with deeds, who is in Spain? Certainly not the heirs of the profitable Spanish steel-maker Aristrain. Last October they rejected a joint venture with the state-owned Enxidea group that would have buoyed

Tom Burns on a growing economy with no room for xenophobia

## Self-interested hospitality

the domestic sector and sold 45 per cent of their company to British Steel for a reported \$114m.

Nor do the wealthy members of Seville's landowning oligarchy, who hold shares in Cruzcampo, the top domestic brew-

**Foreign owners are expected to manage more efficiently than local bosses**

ery. A month after the British Steel deal, they sold their money-earning company, with its 22 per cent share of the Spanish beer market, to Guinness for \$583m.

Prime Minister Felipe Gonzalez does not appear especially concerned about the foreign buy up of Spain. When Volkswagen acquired Seat, the state-owned car company, Mr Gonzalez summed up a widely held

view: "I would rather have Spanish workers employed by a German company in Spain than having them emigrate to find jobs in Germany as they used to 30 years ago."

Indeed, the foreign investment climate in Spain is remarkable for its utter lack of xenophobia. Instead there is a feeling that foreigners will manage businesses more efficiently than Spaniards.

Mr Conde, whatever he might say about the dangers of foreign acquisitions, is simply following the path of his peers in the banking world. Banco Central, a bank similar to Banesto in its spread of industrial assets, has brought France's Elf Aquitaine into its Cepsa refining company and into the shareholding of the bank itself.

French corporate stock in Banco Central now totals around 10 per cent and it is represented, aside from Elf, by the Bouygues and the UAF

groups who have their eyes on Central's construction and insurance businesses respectively.

Banco Santander, the most aggressive of the Spanish banks and one of the more profitable in the domestic sec-

**Banks are selling their own subsidiary chains as well as their industrial holdings**

tor, has let France's Crédit Lyonnais into its backyard by selling it two subsidiary branch networks within the last 12 months. Spanish banks are not only selling their traditional industrial interests to foreigners; they are selling them their subsidiaries as well.

All told, direct foreign investment in Spanish companies totalled Ecu 3.5bn in 1990, up from Ecu 2.6bn in the previ-

ous year. Some purchases, such as those by BP, British Steel and Elf, form part of a wider European pattern.

And the thrust is far from over, judging by the recent acquisition by Guinness of a second Spanish beer producer, Union Cervencera, (which pushes its hold on the domestic market up to nearly 30 per cent) and the ambitions of France's BSN group, one of the main players in the largely foreign-controlled Spanish food sector, to increase its existing stakes in Danone, the leading dairy producer and in Mahou, a major beer company.

Mr Conde, strayed even further from his words at Deusto University when he told the annual shareholders meeting of the Corporación Banesto that the group should divest from companies it did not control.

The floodgates can be expected to open even wider.



In Barcelona's Plaza Reial: open to the world

## REGIONAL ALTERNATIVES

## Only a minority goes south

per cent on amounts exceeding £30bn. Grants are increased by 20 per cent where investment is being made in particularly depressed areas or in priority sectors.

Costs eligible for cash grants also attract low interest rate loans, with 30 per cent of investment eligible where the amount is less than £7bn, and 40 per cent eligible above this. The interest rate is 36 per cent

exemption from ILOR on profits that are invested in the south.

Clearly, boosting employment is the paramount aim of the drive. Direct assistance on the payroll is also available, with labour cost reductions through rebates and exemptions on social security charges.

Several factors militate against Italy's Mezzogiorno. In

**Poor infrastructure and a user-unfriendly bureaucracy are the biggest handicaps throughout the country**

of the official bank rate for loans less than £30bn and 60 per cent of the official bank rate for loans exceeding this limit. Loans for new plants are repayable over 15 years, while expansion and modernisation investment loans must be repaid in 10 years.

Tax breaks for companies set up in the south include a 10-year exemption from the IRPEG corporation tax and ILOR local income tax. Moreover, a company operating anywhere in Italy can obtain

addition to remoteness from markets, businesses could suffer from cultural gaps, organised crime, low productivity, and poor service.

Frequent killings and kidnappings suggest the authorities are unable to deal with the mafia in its various regional costumes. Italian and foreign companies are reluctant to risk extortion during plant construction and operations.

Another drawback is poor productivity. Added value per employee in the south fell dur-



ITALY

ing the 80s by almost 10 per cent compared with Italy's centre/north, leading to a net loss of competitiveness in terms of cost of labour per unit output. Fixed investment in southern industry is proportionately higher than in the rest of Italy, but results are disappointing.

Yet national labour contracts fail to reflect a combination of poorer productivity and a lower cost of living in the south.

The factor that probably tells most against foreign investment in Italy overall, not just in the south, is the poor infrastructure. Pitting wits against a user-unfriendly bureaucracy or struggling with an expensive and inefficient telecommunications monopoly are tasks on which no business willingly spends its resources.

David Lane

Big projects find big money, writes Patrick Blum

## Atlantic backdoor entry

MOST recent or forthcoming large scale projects in Portugal involve an appreciable volume of foreign investment. The figures speak for themselves:

- nearly \$900m to build and run a natural gas network;
- \$2.1bn to finish and manage a major coal power plant;
- \$100m-\$250m to operate the country's first mobile telephones network

● \$100m for a new bridge over the Tagus river.

For these and for a multitude of manufacturing ventures of all sizes, ranging from car audio equipment and electronic components to the \$2.5bn car plant being established jointly by Ford and Volkswagen, foreign investment is playing an important role alone or with Portuguese partners.

The government's privatisation programme also has attracted considerable interest from banks, insurance compa-

nies and major international groups eager to win market positions in one of Europe's small but fastest growing economies.

But while big investments tend to attract most attention they represent only a small number of the 3,500 foreign projects given the go-ahead last year. Nearly all overseas investments have been in small and medium size enterprises. In addition to manufacturing, they have been in tourism, agriculture and real estate - not the authorities' most desired destination for capital inflows.

According to the central bank, between 1988 and 1990, direct foreign investment amounted to \$4bn. In addition to \$2.5bn in portfolio and real estate investment.

Investors are attracted to Portugal by several factors, including an expanding economy, political stability and good labour relations. The government offers generous and internationally competitive incentives, especially for a project involving high technology and the creation of new industries or the modernisation of traditional ones.

Portugal remains underdeveloped by western European standards, but during the past five years its economy has grown at an average of 4.5 per cent a year and investment (domestic and foreign) by an average of 10.7 per cent. The economy is expected to continue to grow quickly and foreign investors see opportunities in the challenge of modernisation.

A key factor has been Portugal's European Community membership. Since it joined in 1986, Portugal has received a lot of EC financial and technical aid last year alone, it received Ecu 214bn (\$1.5bn) from various EC funds, representing 2.5 per cent of its GDP and 6 per cent of total investments. Most has gone into infrastructure and telecommunications, two key areas much in need of improvements.

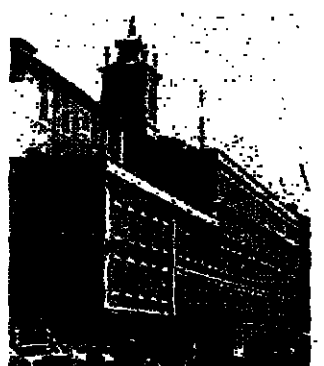
Many non-EC investors have perceived the additional incentive of free access to the Community's markets as barriers fall with the approaching single internal market. This has been an important aspect of north American, far eastern and Latin American - espe-

cially Brazilian - investments in Portugal.

The traditional attraction of Portugal as a low wage economy - labour costs are still considerably lower than in any other European country - is still relevant, but there are other factors. Industrial relations in the private sector are almost trouble free; foreign managers say the workforce is adaptable and, with adequate training, is as productive and efficient as any in Europe.

For big projects, the Portuguese government has provided 30-50 per cent of the value of the investment in industrial and training grants, plus tax concessions. The level of incentives has been a decisive factor for companies, but it is matched by the long term competitive advantage of locating in Portugal despite some initial drawbacks.

These include patchy, but



PORTUGAL

improving, communications. There are still too few local manufacturers able to supply parts and equipment to satisfactory standards. The government has promised to help meet the challenge.

Bureaucracy can be a headache, and the accommodation for offices and housing is scarce and increasingly expensive. These two factors can deter potential investors, but for a growing number they are outweighed by the pleasant environment.

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NEWSLETTERS







## INTERNATIONAL COMPANIES AND FINANCE

# Surprise move to defuse crisis over Federconsorzi

By Haig Simonian in Milan

THE ITALIAN government yesterday side-stepped critics of its rescue plan for Federconsorzi, the troubled farm services group, by initiating an unexpected legal procedure to defuse the crisis.

After failing this week to receive the unanimous agreement from creditors necessary to pursue a voluntary liquidation, as originally sought by Mr Giovanni Goria, the Farm Minister, the authorities have turned to the courts. They will invoke a judicial composition among creditors with partial settlement, a procedure bearing some similarities to Chapter 11 in the US which provides protection against creditors.

However, rather than triggering the forced liquidation, which was widely seen as the only alternative, the three commissioners appointed to run Federconsorzi will seek court approval for a different procedure, opening the way to a gradual liquidation. The step only requires approval from creditors holding two-thirds of Federconsorzi's debts. Given the fact that the 28-bank executive committee of the Italian Bankers' Association, which comprises Federconsorzi's major creditors, has already

voiced approval for the original Goria plan and is hardly likely to block the latest scheme, the move will effectively isolate both foreign banks and other domestic creditors opposed to the original voluntary liquidation plan.

Under the procedure, the courts will have to value Federconsorzi's assets. If they are satisfied that assets exist to repay at least 40 per cent of its borrowings, they will authorise a repayment. Should the value of assets be above the 40 per cent floor, repayment will be made at the corresponding higher levels.

Foreign bankers reacted cautiously to the news. According to Mr Gian Marco Petrilli of Barclays in Milan: "We seek a full repayment of principal and interest. We want our money back."

Although some foreign bankers may be hoping that the latest step will defuse the crisis, and perhaps open the door to a separate settlement, in which their loans to Federconsorzi may be bought by a group of domestic banks, such a solution seems unlikely.

Rather, the authorities appear to have succeeded in triggering a procedure which

will at least guarantee equal treatment for all creditors. Given the fact that the process of valuation and court work is likely to take some months, they may be hoping that the worst of the crisis will blow over in the meantime.

● Snamprogetti, the engineering contractor and technology concern owned by Italy's giant ENI energy and chemicals group, has won a major contract to build a second production line for MTBE at the Al Jubail petrochemicals complex in Saudi Arabia.

The overall investment in the new project, which is being made by the Saudi European Petrochemical Company Ibn Zahar, will be worth around \$250m, according to ENI.

The deal will raise annual MTBE capacity at the Al Jubail plant to 1.2m tonnes from 500,000 tonnes at present. MTBE is a key element in producing lead-free petrol.

The latest Saudi Arabian order comes in the heels of a \$85m order earlier this week for the construction of a power station and desalination plant in Dubai to a consortium headed by Siemens of Germany and Bechtel, the Italian plant-building group,

# Computer chip-makers to pool development

By William Dawkins in Paris and Michael Stappeler in London

SGS-Thomson (ST), the Franco-Italian semiconductor group, and GEC Plessey Semiconductors (GPS), its UK competitor, have agreed to pool development in one of the fastest growing areas of the integrated circuit industry.

They are to co-operate in the development of advanced semi-custom chips, which are used by the telecommunications and computer industries to design circuits for their own products.

The pair, European market leaders in semi-custom chips, will also build up a cell library - a collection of standardised building blocks used to create circuits - for use by electronics designers.

Mr Doug Dunn, managing director of GPS, expected the deal to halve the amount of time the two partners would have spent to bring new semi-custom chips to the market separately. Their first new joint products are due to emerge in six months.

World demand for the products covered by the agreement is growing at 20 per cent annually, he said. The world market for cell-based products alone is estimated to grow from \$2.4m this year to \$5bn by 1995, he said.

The two companies will carry out development on their own sites, but share costs and work to the same standards and designs of advanced semi-custom chips.

They will keep their manufacturing and marketing operations strictly separate and will continue to compete against each other.

This is not the prelude to more far-reaching collaboration, said Lord Westminster, managing director of GEC, which has owned GPS since the joint acquisition of Plessey by Siemens and GEC and 1989. Both companies already work together on computer-aided design in Esprit, a European Community-funded information technology project, but wanted to narrow their collaboration to a more specific field, said GPS officials.

# Metallgesellschaft takes a bite big enough to satisfy its appetite

Andrew Fisher reports on the latest purchase by the German group.

THE appetite of Metallgesellschaft for acquisitions has grown rapidly this year. Not long after shelling out nearly DM230m (\$129.2m) for the German activities of Britain's ailing Davy engineering group, it is now paying nearly seven times as much for the non-paper activities of Feldmühle Nobel being sold by Stora of Sweden.

The DM145m purchase - Stora had hoped for more, but was eager to sell - is by far the largest ever by the Frankfurt-based company, whose activities span metals, mining, chemical, engineering and recycling. Paying for the new business will be no problem. Metallgesellschaft has liquidity of around DM20m and is raising DM45m from a rights issue.

The question is whether Metallgesellschaft's management can stand the strain of an addition of some DM4.5m of turnover to a group which last year had sales of DM290m. The businesses being purchased are: Buderus, a maker of building materials, heating and kitchen equipment and stainless steel goods; Dyanat Nobel, which makes explosives and plastics; and Stora's industrial ceramics and engineering plastics division.

Metallgesellschaft is confident that the problems of absorption should not be too great. Mr Heinz Schimmelbusch, its energetic 47-year old chief executive, says the company is buying "a well-managed, profitable group of assets". Also, Metallgesellschaft was the buyer preferred by the management and the workforce of the Feldmühle companies as providing the best industrial fit.

Mr Schimmelbusch reckons that Feldmühle was an opportunity which had to be grasped vigorously. Stora wanted the deal to finance its original DM4m purchase of the whole of Feldmühle Nobel, including the forestry interests which were what the Swedish company really wanted.

"This (purchase) will increase our industrial depth considerably," he adds. "There are very, very profound synergies." For example, Buderus's expertise in waste incineration and water technology complements the activities of such Metallgesellschaft subsidiaries as Lurgi, its industrial plant builder, and Lentjes, its energy and environmental technology unit.

Also, by increasing Metallgesellschaft's



Heinz Schimmelbusch: buying well-managed, profitable group of assets

Buderus also makes small industrial boilers, extending the range of Lentjes at the large and Dyanat Nobel's explosives business is of obvious interest for a company involved in mining, while its other chemical activities will strengthen Metallgesellschaft's own chemicals side. The ceramics and engineering plastics division will fit in well with Kolbenschmidt, the motor components subsidiary.

Also, by increasing Metallgesellschaft's

domestically-based industrial earnings, analysts reckon the deal could lift earnings per share next year by up to DM2. The deal will lessen its exposure to fluctuations in metal prices and the dollar. Net profits rose by 28 per cent to DM262m in the financial year to September 30 1990, but the first half of 1990-91 brought a drop of 28 per cent through problems on the mining side and recession abroad.

Thus Mr Werner Friedmann, an analyst with BHF Trust in Frankfurt, expects earnings to drop from DM28 a share in 1989-90 to DM21 this year and then rise to DM26 in 1991-92 as a result of greater world economic buoyancy and the Feldmühle deal.

He and others believe Metallgesellschaft has made a wise purchase. "There are enough areas where it makes tremendous sense and gives the group increasing critical mass," comments Ms Katrin Kandell, a London analyst with Sal. Oppenheim, the German bank. "This will be very important with the more open European market after 1992."

Metallgesellschaft also sees benefits in east Germany. Buderus's water treatment activities should make a big contribution to the industrial rehabilitation and clean-up project in the polluted Mansfeld metal industry region. Metallgesellschaft is the prime mover in this ambitious scheme, in which it is drawing in other German and foreign partners to work with local and national authorities.

After Feldmühle, however, Mr Schimmelbusch says, the group really does intend to go easy on acquisitions. This year, as well as the purchase of the Davy chemical fibre plant and water treatment companies in Germany, it has also acquired the mini-steel mill technology activities of the late Mr Willy Kort, the German entrepreneur.

Metallgesellschaft now wants to take the time to make its purchases work. "Now there will definitely be a heavy emphasis on internal profit improvement rather than external moves," comments Mr Schimmelbusch. But analysts do not rule out further deals if the right companies come up, noting that Lurgi, for instance, has not given up its aim of expanding in the US.

# Granada cuts debt to £340m

By Jane Fuller in London

GRANADA, the UK television, leisure and business services group, cut its debt to £340m (\$537.5m) from £684m after a £183m rights issue and the £147m sale of bingo clubs to Bass, the brewer.

The reduction of gearing to just under 50 per cent was announced yesterday with interim results showing a pre-tax profit fall from £63.5m to £38.5m for the 38 weeks to April 13. The interim dividend was cut by 43 per cent, as predicted at the May launch of the one-for-three issue.

After the results meeting, Mr David Plowright, chairman of Granada Television, stepped up the attack on North West Television, the rival regional franchise bidder that includes Mersey Television and Yorkshire Television.

The tenor of Mr Plowright's

comments was that even if North West had put in a higher bid - media analysts believe that it has - it would fail to satisfy quality criteria.

He described North West as "do-it-yourself television" and "heavily biased towards access television, the sort of socialist broadcasting approach that was fashionable in the 1960s".

Mr Phil Redmond, chairman of Mersey Television, said North West's do-it-yourself television slot would only be half an hour a day at lunchtime. To produce quality programmes, it would be in the same boat as Granada, with £180m of advertising turnover to pay for it.

Granada's figures included an interim dividend of 2.5p, against 4.4p, in line with its forecast of a yearly total of 7p, down from 12.5p. Earnings per

share, diluted for preference shares and options but not for the rights issue which falls in the second half, fell to 7.4p from 11.5p.

Details were presented by Mr Graham Wallace, finance director, and Mr Alex Bernstein, chairman. The departure on Monday of Mr Derek Lewis as chief executive was associated with the rights issue, which at 14p was at a large discount to the preceding 210.5p market price.

The group's turnover was flat at £736.6m against £737.9m. Operating profit fell from £84.4m to £73m and interest payments shot up to £34.5m from £21.1m.

Profit from television and video rental was flat at £44.1m, as was leisure at £15.3m, with £9.2m from bingo clubs. Lex, Page 12

## INTERNATIONAL COMPANY NEWS IN BRIEF

## La Générale unit in Czech cement deal

THE cement-making subsidiary of Société Générale de Belgique, the holding company, has agreed in principle with the Czech authorities to buy a majority stake in Cementarny a Vapenky Mokra, a Czech cement group based in Southern Moravia, agencies report.

SA Cimenteries, the subsidiary, said it has agreed to acquire an initial 33 per cent stake which will rise to 51 per cent by 1994. The company will also have the option to raise its shareholding to 71 per cent by 1997. Terms of the deal were not disclosed.

The stake will be acquired from the Czech Fund of National Property and capital injections to help fund expansion and plant improvements.

## Du Valois sells Carlostat

COMPAGNIE Financière du Valois, the French industrial holding company, has sold Carlostat, a sub-contractor to the aerospace, nuclear

and instrumentation industries, to Senior Engineering, the British engineer, writes William Dawkins in Paris.

The French group did not disclose the purchase price for Carlostat, which has the equivalent of a £50m (\$82m) a year turnover, 40 per cent of which is exported. But du Valois said it decided to sell because the unit did not offer "sufficient synergy" with its other activities which are mainly supplying the mechanical engineering and car industries.

Du Valois groups 50 industrial companies in four main sectors, aluminium refining, smelting of aluminium and light alloys, casting and screws and bolts. It has a FF8bn (\$990m) turnover and employs 10,000 people.

## German retailer lifts first-half sales 20%

Douglas Holding, the specialist German retailer, announced that sales during the first half of this year rose 20 per cent to DM1.3bn (\$730m) compared with the same period last year, Reuter reports.

Shareholders at the annual meeting were told that group sales for 1991 were expected to top DM3bn, up from DM2.6bn in 1990. No profit figures for

the first half were provided. The group plans to raise the share of its foreign sales in its total turnover to up to 30 per cent in the long-term from current 9 per cent.

## Asko Deutsche Kaufhof bonus

ASKO Deutsche Kaufhaus, the German retailing group, is to pay a bonus of DM2 a share on its 1990 annual dividend, AP-DJ reports.

Although it technically left its 1990 dividend unchanged from 1989, the bonus effectively brings the company's annual payout to DM17 for common shares, up from DM15 in 1989, and DM19 for preferred shares, up from DM17 in the previous year, a company spokesman said.

## Novo Nordisk buys Solvay business

NOVO Nordisk, the pharmaceuticals and enzymes manufacturer, has bought the bioplastic business of Belgium's Solvay, writes Hilary Barnes in Copenhagen.

Solvay's bioplastic business had an estimated turnover last year of just over DKr30m (\$4.34m). Novo Nor-

## SCA sells Austrian tissue operations

SVENSKA Cellulosa Aktiebolaget (SCA), Sweden's second largest paper and pulp company announced that final agreement had been reached through its Austrian subsidiary Laskirchen for the sale of its tissue operations to the German company Papierwerke Waldhof-Aschaffenburg (PWA), Robert Taylor writes in Stockholm.

This follows approval for the sale from the German Federal Cartel Office. SCA said that as a result of the divestment SKr1.5bn (\$226m) will be freed over a two-year period. This includes proceeds from the sale and investment in a new tissue machine that is now transferred to PWA as part of the deal.

The SCA sale of Laskirchen's paper tissue activities is the latest move in the Swedish company's divestment strategy. In 1990 alone SCA sold assets valued at SKr1.3bn while this year the figure is more than SKr5bn.

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## Big guns out as Portugal's banks wage image war

Patrick Blum finds the stakes rising in a battle for business

THE launch last month of a hard-hitting advertising campaign by Banco de Comercio e Industria (BCI), a private Portuguese bank, emphasising that service can be as friendly as well as efficient, has raised the stakes in an increasingly hard-fought public war between Portugal's banks.

BCI's implicit message that customers deserved better treatment than they received from their mainly state-owned banks has been well received by the public, says Mr Francisco Veloso, BCI president.

The use of television advertising, showing a customer moving to the counter of a bank, only to be waved from counter to counter by unsmiling and uninterested employees, will have struck a chord with millions of Portuguese.

BCI's campaign, combined with the opening of some 30 new branches - doubling the bank's branch network - effectively thrust the bank, known until then mainly to a select group of corporate customers, into the view of a much larger public.

It is most striking to date among several advertising forays by banks gearing up to meet the competitive pressures unleashed by financial liberalisation, the privatisation of state-owned banks, and the looming European single market in financial services.

Five years of unparalleled growth and high banking margins have mostly benefited the private sector and foreign banks in Portugal, but competition is becoming much tougher. The state-owned banks have been fighting back, sharpening their operations and offering matching products.

Though they still suffer from overstaffing, poor pensions provisions, and inherited bad credits, they have visibly become more competitive.

**BANCO Bilbao Vizcaya (BBV)**, the large Spanish banking group, plans a strong expansion of activities in Portugal following its purchase of Lloyds Bank Portugal, finalised last week.

Mr Jose Luis Jolo Marin, BBV Portugal joint managing director, said the bank would raise the number of its branches from 12 to 120 by the end of the year and to 600 by the end of 1992.

BBV bought Lloyds Portugal for \$2.8bn (\$180m) and will spend a further \$120m over the next 18 months on new branches, computer systems, and extended staff training.

Privatisation also is bringing demands for change. Banks know that their long-term future will be determined to a great extent by their ability to maintain or win new market shares as well as improving efficiency.

At the same time, growing competition for funds has forced them to attract new customers with offers of high yield schemes and a wider range of products and services.

Since last year, several banks have undertaken massive advertising campaigns - developments that have not been viewed with equanimity by the regulatory authorities.

Last April, the government warned banks against giving "misleading" information. Despite these warnings, competition has continued unabated.

The clear suggestion is that the current banking war over customers funds, and in pursuit of bigger market shares, is unlikely to diminish in intensity for the foreseeable future.

## S&P lowers Union Bank of Finland debt rating

STANDARD & POORS, the US credit rating agency, is to downgrade to A from AA minus the senior debt rating of Union Bank of Finland (UBF), affecting a total of \$1.7bn of debt, Reuters reports.

UBF's subordinated debt rating is lowered to A minus from A plus, and the bank's certificates of deposit rating is lowered to A/A-1 from AA minus/A-1 plus, said S&P.

The rating downgrades reflect the impact of continued deterioration of the domestic operating environment on the Finnish bank's financial performance.

Moody's Investors Service may downgrade the A-2 rated senior debt of Caterpillar, the US construction machinery group, as well as debt of some of its units, its A-3 subordinated debt and Prime-I commercial paper may also be downgraded. About \$2.7m of long-term debt is affected.

Also under review is Caterpillar Financial Services' A-2 senior debt and Prime-I commercial paper. Caterpillar Financial Australia's Prime-I commercial paper, and Caterpillar Financial Service NV's A-2 senior debt.

Moody's cited Caterpillar's deteriorating cash flow and leverage, brought on by high capital spending.

## Belgium looks at issuing Ecu long-term bonds

BELGIUM is considering issuing long-term government bonds denominated in Ecu in the next few months, Reuters reports from Brussels.

Senior Finance Ministry officials said a decision could be made by the autumn and, if it was favourable, the auctions might be launched next year.

The Belgian Finance Minister, Mr Philippe Maystadt, said in May that Belgium was considering issuing Ecu-denominated government bonds, Treasury certificates, and Ecu private placements.

One source said the issue of Ecu bonds at auctions was the priority in the study.

## Concern over Japanese equity-linked issues

JAPANESE equity-linked deals came under pressure after the Tokyo stock market lost 600 points yesterday, prompting concern that the primary market may have to shut again, writes Tracey Corrigan.

A total of \$3.5bn of new warrant bonds are due to be launched this month in an already fragile sector, during a traditionally quiet period of the year. Further, the Japanese stock market is considered vulnerable, having extended the gains it made after Monday's 1/2 point cut in the Japanese Official Discount Rate. "If the market breaks through its current support level just above 23,000 on the Nikkei index, there could be substantial downside," one analyst suggested.

A substantial portion of the \$1.7bn equivalent of new equity-linked debt launched so far this week is not yet placed, and several of yesterday's Swiss franc deals have slipped outside fees.

The market was partly surprised by rumours in Tokyo yesterday that the Ministry of Finance was considering imposing controls on the volume of new issues, if not a total moratorium, in an effort to tackle the problems facing the market. There has been a moratorium on fresh equity offerings in the domestic market for the last year, and the equity-linked market closed for three months in 1990, re-opening a year ago.

According to a report in Kinryu, a Japanese newsletter, the MoF is considering setting an 8 per cent ceiling on equity dilution, which would effectively prevent companies

with a substantial amount of outstanding bonds from issuing more warrants.

So far, the only limitation on issue amount has been under the commercial code, which controls the level of debt a company can assume. Japanese bankers in London said they believed there was at least an "element of truth" in such rumours.

Some Japanese bankers said they had already been in informal talks with officials at other securities houses, and were concerned that a moratorium might prove necessary. However, the securities houses are likely to try to persuade companies to press ahead with issues, paying higher interest rates if necessary, several bankers said.

"The coupon for five-year dollar deals has already risen 1/4 point to 5 per cent.

We are aware that demand from Japanese investors is deteriorating and that the coupon level may have to be increased, perhaps to as much as 6 per cent," one Japanese banker said.

If a moratorium is imposed, some Japanese companies will become even more nervous about their ability to refinance their outstanding equity-linked debt. Many had been counting on the proceeds of the warrants, when exercised, to fund the redemption of old issues. However, the weakness of the Japanese stock market has left many warrants substantially out of the money, so they have not been exercised.

The volume of redemptions, however, does not become heavy until 1992 and 1993, so there is still some time for the market to recover.

The same cannot be said of Acer, the island's leading maker of personal computers, which in late May launched a US\$45m convertible to ease the burden of interest payments arising from a spate of foreign acquisitions over the past three years.

Investor worries about the wisdom of some of these deals, particularly the purchase last year of troubled Altos Computer Systems in the US, led to the bond issue being poorly received and to secondary trading at a sizeable discount, according to brokers in Taipei.

The Acer deal was followed in June by a more successful US\$25m issue from Microtek, which claims to be a world leader in image scanners and laser printers and is developing applications for image-shrink-

ing technology. The issue was jointly lead-managed by Nomura Securities and Barclays de Zoete Wedd.

The market now awaits a US\$50m convertible issue by Tung Ho Steel. The deal calls for a 3.5 to 4 per cent coupon and a conversion premium of 15 to 20 per cent, says John Crossman of Hong Kong-based lead manager Jardine Fleming.

Taiwan's largest private-sector steelmaker, Tung Ho makes reinforcing bars for construction, and is building the island's first plant for making rolled H-beams.

Listed only a year ago on the Taiwan stock market, Tung Ho looks well placed to gain from the government's six year National Development Plan, a US\$300m series of infrastructure projects.

## Uncertainty lifts demand for floating-rate deals

By Tracy Corrigan

UNCERTAINTY about the likely course of interest rates is bolstering demand for Eurobonds which pay floating-rate rather than fixed interest. The European Investment Bank achieved attractive funding in the floating-rate Euro sector yesterday with an Ecu400m deal, increased from Ecu300m, which pays interest at 25 basis points below the London inter-

well inside its 1% point fees.

However, no more deals are expected until the end of August, as the main institutions able to access the market - the likes of the EIB, Eurofima and the European Coal and Steel Community - only issue bonds when they need to raise escudos for loans.

UBS Phillips & Drew has launched \$50m of two-year "election warrants" on the FTSE 100 index of UK stocks, designed to provide a hedge against the political risks of a UK general election.

The American-style warrants give investors the opportunity to take a long position in UK stocks, with a money-back option five days after the last possible date for a general election, to provide downside protection.

UBS said similar deals in the past had tended to be expensive, but that the current low level of implied volatility for listed derivatives had allowed these warrants to be priced attractively.

● Peter Wickenden in Taipei writes: Far Eastern Textile, Taiwan's largest manufacturer of textiles and related products, has applied to the Finance Ministry to issue a US\$125m convertible Eurobond.

The planned issue is Taiwan's biggest. The fourth such application so far this year, it puts a seal of approval on the newly-opened Taiwanese Euroconvertible market after a 20-month hiatus.

Sybil Yang, a member of Far Eastern's Eurobond project

team, said likely terms for the issue included a maturity of 15 years with a coupon between 3 and 5 per cent and a conversion premium between 15 and 40 per cent.

After approval by Taiwan's Securities and Exchange Commission, the issue is to be launched in London or Luxembourg in September, with Salomon Brothers as lead manager.

In line with Taiwanese government policy, Far Eastern plans to use the cash to fund overseas investments. These include a man-made fibre manufacturing plant in the Philippines, a plastics joint venture with Union Carbide in Canada, and an as-yet-unidentified foreign acquisition.

Ms Yang stressed that the company was not looking for ways to restructure its existing debts.

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### NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Aluminum (Alu)	150	(b)	99.25	1994	12.5/50p	JP Morgan Secs.
Norwegian Steel Works (NSW)	120	(b)	100	1996	2.1/1/2	Nomura Int.
ECU						
ECB (ECB)	400	(c)	100	2001	15/50p	Credito Italiano
Petroleros Mexicanos (PM)	100	11 1/2	100.05	1994	1 1/2	Paribas Cap.Mkts.
CANADIAN DOLLARS						
Vancouver City Savings (VCS)	100	10 1/2	101.55	1996	1 1/2	Hambros Bank
RECENTS						
EBIT (EBIT)	200m	13	101 1/4	1996	1 1/2	Bco. Portugues d'Invest.
SWISS FRANKS						
Tokyo Textile (TT)	140	3	100	1996	-	Credit Suisse
Pacific Metals Co. (PMC)	120	3	100	1996	-	SBC
Aluminum (Alu)	120	2 1/2	100	1995	-	Credit Suisse
Nippon Denso (ND)	80	2 1/2	100	1995	-	Daiwa Secs. (Switz)
Syn Corp (SC)	30	7 1/4	100	1996	-	Dei-ichi Kgo. (Schweiz)
SWEDISH KRONOR						
Dresdner Finance BV (DF)	300	11	101 1/2	1995	1 1/2	Dresdner Bank

● All figures placement. ● Convertible. ● With equity warrants. ● Floating rate notes. ● Final terms. ● Non-callable. ● Issue launched on secondary market via Credit Suisse Ltd. ● Coupon pays 3% over 6-month Libor. Non-callable. ● Coupon pays 6-month Libor minus 25bp. Callable at par after 2 years and thereafter. ● Amount increased from Ecu75m. Non-callable. ● Callable 25/7/95 at 100 1/2%. ● Callable 15/7/95 at 101 1/2% declining 1/2% annually. ● Callable 25/7/95 at 101 1/2% declining 1/2% semi-annually.

### LONDON MARKET STATISTICS

British Funds	Rises	Falls	Stagnant
Corporations, Dominion and Foreign Bonds	182	346	939
Industrial, Financial and Property	49	126	533
Oil	10	26	53
Plantations	43	23	57
Others	72	27	55
Totals	434	596	1,755

	Rises	Falls
U.S. Government Bonds.....	74	2
U.S. Corporate Bonds.....	7	0
Foreign Bonds.....	182	34



## UK COMPANY NEWS

# Clare Pearson on the two latest electricity companies to report

## Weather helps Seaboard to £81.4m

COLD WEATHER accounted for most of last year's volume growth in the distribution business of Seaboard, the south-eastern regional electricity company with the highest proportion of domestic customers. Announcing pre-tax profits of £81.4m, 36 per cent ahead of the prospectus forecast made last autumn, Seaboard said in the year to end-March units distributed grew by 3.4 per cent. The underlying rise, stripping out the weather effect, was about 1.5 per cent.

Mr George Squair, chairman, said units distributed were up in the first quarter and "the outlook for Seaboard is very good" even though the recession was still evident.

The results included £24m worth of provisions for items such as the potential extra cost of equalisation of pensions between the sexes, restructuring and accelerated depreciation.

A dividend of 10.39p, as forecast, is recommended to give a cover of 2.5. Pro forma earnings per share were 36.5p. Turnover was £1.05bn (£982m).

About half of the profits improvement over the prospectus forecast came from lower than forecast electricity purchase costs. Unit growth and lower interest charges made up the difference.

Seaboard recently lost a contract to supply electricity to Heathrow Airport to its neighbouring regional electricity company (Rec), Southern. Mr Squair said the company was disappointed about this but was not prepared to chase supply customers at prices it did



George Squair recession still in evidence

not consider economic. Unlike Midlands, which also reported yesterday, Seaboard has yet to announce any involvement in an independent generation, although it said yesterday it was looking closely at a number of projects.

Contracting and retailing were both in profit, contributing most of Seaboard's £29m operating profits outside distribution and supply.

Keen to develop the retail

side, in April Seaboard announced store-within-store deals with Habitat and with Homebase, the DIY arm of J Sainsbury. It has also recently reached agreement with PowerGen to send mail order catalogues to the generator's employees.

Mr John Elfed Jones, chairman of Welsh Water, has received an 88 per cent pay rise to £143,000. The increase, which is bound to fuel the controversy over the remuneration of directors of privatised utilities, was revealed when Welsh published its annual report yesterday. It shows that his salary rose from £61,000 to £108,000. Meanwhile performance related bonuses went up from £15,000 to £35,000.

Announcing their results yesterday, directors of Seaboard and Midlands, two of the regional electricity companies, refused to say what their pay rises had been.

Seaboard does not look as if it will be the Rec to set the world on fire. Then again, as the water companies have found out, being the one that does something different from the pack may not be the best way to investors' hearts. In any case, the profile of the company's customer base augurs well for the future. The high proportion of commercial and domestic customers gives it stability, and there is the Channel Tunnel factor. It is already feeling some benefit and enjoys the promise of substantial, though unquantifiable benefits, when it starts operating. The company should make £30-£100m pre-tax this year. Assuming a net dividend of about 16.5p, the prospective yield on yesterday's share price, which rose on these results, is about 6.7 per cent.

Mr Sugar said the full-year figures would probably also show a loss, although some ground had been recovered since the first half, which included the football close season. Higher attendance and the FA Cup win had increased football profits.

At the operating level the loss was cut to £490,000 (£1.28m) on turnover of £5.9m (£15.5m). Losses were made at Martex and Hummel (UK) which had been closed at an extraordinary cost of £944,000.

Mr Sugar and Mr Venables have a further £4.5m available after buying the 36 per cent stake. The bulk of this is aimed at a rights issue, which could raise about £7m. Asset sales might include the transfer of Paul Gascoigne, the injured international player.

The rights issue would entail the relisting of Tottenham's shares, suspended at 51p since October.

Losses per share were 21.2p (earnings 9.5p). There is no interim dividend.

Mr Fisher said the undersubscription of the

public offer was "a bit disappointing". He still hoped, however, that the shares would open at a premium to the 225p offer price, although probably a small one, when dealings start on July 10.

Analysts said the issue terms were rather tight, although they considered Eurocamp a sound company.

But the image of holiday companies has suffered from the well-publicised collapse earlier this year of International Leisure Group.

At the issue price, Eurocamp would have a market value of £58.5m.

Pre-tax profits for the year to October 31 this year are forecast at £2m (£5.7m) giving a p/e of 22.5p of 10.8. The indicated dividend would give a yield on the shares of 5 per cent.

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# Spurs slides

## £2.14m into the red at half-time

By Jane Fuller

MR ALAN Sugar, who heads the consumer electronics group Amstrad, donated his Tottenham Hotspur shirt yesterday and presented his first set of figures as chairman of the company that runs the north London football club.

Mr Sugar and Mr Terry Venables, team manager turned chief executive, have taken effective control of Tottenham by buying 36 per cent of the shares. Stock exchange rules have forced them to extend the 75p share offer to other shareholders, valuing the company at £7.5m, but they are urging people not to accept.

The figures released yesterday to coincide with publication of the offer document displayed some own goals scored under previous management, such as £1.1m (£354,000) interest costs, deficits in clothing subsidiaries and over £1m exceptional professional costs to help sort out the problems.

In the six months to November 30, Tottenham incurred a pre-tax loss of £2.14m, compared with a profit of £1.04m. The 1989 figures, however, included £3.37m profits from player sales.

Mr Sugar said the full-year figures would probably also show a loss, although some ground had been recovered since the first half, which included the football close season. Higher attendance and the FA Cup win had increased football profits.

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# Richmond may sell methane interests to fund expansion

By David Owen

RICHMOND OIL & Gas, the US natural resources exploration group, is planning to sell at least part of its coal bed methane interests in the San Juan basin.

The move is intended to provide finance for an acquisition and additional development drilling at Richmond Ranch.

The group is in negotiations to acquire "substantial additional acreage" at Richmond Ranch with a view to "expanding significantly its production reserve base in the area."

It is also contemplating a months-long takeover of the whole of the Richmond Ranch interests.

Richmond revealed these intentions yesterday in response to a further 7p decline in its share price to 25p. The shares have tumbled from 175p in the space of a year.

The company also said that it was confident of satisfying its short term cash requirements in advance of the proposed acquisition and refinancing "in the near future." These requirements have been "aggravated" by low gas prices.

In January, the group reported increased pre-tax losses of \$1.2m for the six months to September 30. A month later, it acquired Lone Star Royalty of Texas for 600,000 ordinary shares.

Mr Kevin Milner, chief executive, said that there had been only light trading in the shares with about 200,000 changing hands.

The news came just 24 hours after the group announced job cuts and a restructuring intended to stem losses from some of its consumer finance subsidiaries.

"I believe that some analysts have reduced their profit forecasts today, but I believe they have over-reacted," Mr Milner said.

Asked about a possible dividend cut at the end of the financial year, Mr Milner said: "We paid an interim and that should indicate to the market what our view about the dividend policy is. We have not changed our position."

Wintrust declines

Wintrust, the merchant bank, announced pre-tax profits down from £5.42m to £4.02m in the year to March 31. The total dividend is lifted from 6.7p to 6.5p with a final of 5.3p, up from 5.5p.

Over the last year the company had reduced its loan book from some £110m to £71m.

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# Changes in executive duties at Laird Group

By David Owen

A SHIFT in executive responsibilities at Laird Group, the car parts, building products and packaging company, will see Mr John Gardiner, chairman and chief executive, concentrating more exclusively on strategic issues.

Under the changes, Mr Ian Arnot - currently finance director - becomes managing director, while Mr Charles Barton, responsible for implementing Laird's acquisition and disposal policy for the past seven

years, moves to finance director.

According to Mr Gardiner: "Ian Arnot will be what in American terms will be our chief operating officer." The changes are "all to do with running a business more effectively as it develops," he said.

Approximately 80 per cent of the group's business is now transacted abroad in France, Germany, Spain and the US. In 1990, it made pre-tax profits of £38.8m on turnover of £248m.

THE OFFER for sale of shares in Eurocamp, the camping holiday specialist, has been undersubscribed.

Only 5.25m - 85.3 per cent of the 6.16m shares available - had been applied for when the lists closed yesterday. All applications will, therefore, be met in full.

Mr Christopher Fisher of Lazard Brothers, the company's merchant bank, said that the placing of 6.66m shares with institutional investors had begun last week, had found good demand with applications scaled down.

He said the shares left from the public offer had been taken up by institutions which had subscribed to the placing and were not in the hands of short-term holders.

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public offer was "a bit disappointing". He still hoped, however, that the shares would open at a premium to the 225p offer price, although probably a small one, when dealings start on July 10.

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# National Home Loans shares fall by 23p

By David Barchard

SHARES IN National Home Loans, the mortgage specialist and consumer financial services group, fell sharply on the London stock market yesterday, closing the day at 89p, down 23p.

Mr Kevin Milner, chief executive, said that there had been only light trading in the shares with about 200,000 changing hands.

The news came just 24 hours after the group announced job cuts and a restructuring intended to stem losses from some of its consumer finance subsidiaries.

"I believe that some analysts have reduced their profit forecasts today, but I believe they have over-reacted," Mr Milner said.

Asked about a possible dividend cut at the end of the financial year, Mr Milner said: "We paid an interim and that should indicate to the market what our view about the dividend policy is. We have not changed our position."

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## UK COMPANY NEWS

# Margins under pressure as Newman Tonks falls 36%

By Paul Chesswright, Midlands Correspondent

NEWMAN TONKS, Europe's biggest supplier of door, window and electrical fittings to the building industry, emerged from a very difficult trading period with a 36 per cent drop in interim profits.

The outcome for the six months to April 30 was £7.31m pre-tax, against £11.4m in the comparable first half. Earnings per share slid from 8.13p to 4.55p. The interim dividend is maintained at 3.8p.

Generally, the Birmingham-based group has suffered from a downturn in demand in the UK and the US, but this was offset to some extent by a stronger performance in continental Europe, especially from Normandy, the German subsidiary making reinforced nylon hardware. Margins were under continual pressure.

However, Mr Douglas Rogers, chairman, said that despite the recession to which as yet we can see no end, the group is a stronger business, both geographically and in product, than it was at the

start of the year.

Over the last six months, the group raised investment spending by 25 per cent to £5.8m and made provision for an increase in bad debts above the line. At the same time it has sought to contain costs.

Mr Geoff Gahan, chief executive, said that there had been 450 redundancies in the UK and US, out of a workforce of 5,000. Although this cutback had cost £400,000 in redundancy payments, the payroll had been cut by £3m.

Acquisitions pushed gearing up from almost nil at the year-end to a current level of 25 per cent, Mr Gahan said. That would translate into earnings per share of 10.3, or slightly higher if, as expected, tax charges go down. On a prospective p/e of 13.7, the shares are not cheap but they are backed by a high and secure yield of over 9 per cent. The stock is not for the impatient; it will be 1992 before the benefits of investment and acquisition come through.

The effect of this policy over the last six months has been an extraordinary gain of £1.25m arising from a net surplus on businesses sold or discontinued minus the costs and taxation associated

with potential acquisitions.

## COMMENT

Short of economic catastrophe, Newman Tonks will do better in the second half than it did in the first. Not only does it habitually draw in more revenue in the May-October period, but there are signs of a small increase in volumes in the UK while trading conditions in the US have stabilised. Continental Europe is trading at a lower level than last year, but, compared with the US and UK, remains strong. This makes the company broker's pre-tax forecast of 11.7m for the full year look comfortable. That would translate into earnings per share of 10.3, or slightly higher if, as expected, tax charges go down. On a prospective p/e of 13.7, the shares are not cheap but they are backed by a high and secure yield of over 9 per cent. The stock is not for the impatient; it will be 1992 before the benefits of investment and acquisition come through.

Mr Ray Chambers, chairman, said the decision to diversify over the past few years had cushioned the group against a more serious downturn. The balance sheet was strong and gearing "comfortable", but there was no immediate prospect of any upturn in demand, he said.

Turnover fell from £74m to £60.4m. The final dividend is 1p (3.5p).

There was an extraordinary debt of £1.35m relating to the closure of two businesses and listing costs.

## Campbell & Armstrong shares fall after loss

CAMPBELL & Armstrong, the Manchester-based specialist shop and office fitting group, yesterday announced a turnaround from pre-tax profits of £3.01m to losses of £344,242 for the year to March 31 1990. The shares - which stood at 140p a year ago - closed 10p lower at 55p yesterday. Shareholders are having their dividend cut from 5p to 2p.

The loss was struck after an increase of over £1m in administrative costs to £8m. Net interest charges were up from £28,036 to £438,476 and there was an exceptional £301,112 charge arising from the administrative receivership of the Lewis's store group.

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Mr Ray Chambers, chairman, said the decision to diversify over the past few years had cushioned the group against a more serious downturn.

The balance sheet was strong and gearing "comfortable", but there was no immediate prospect of any upturn in demand, he said.

Turnover fell from £74m to £60.4m. The final dividend is 1p (3.5p).

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## Excessive input creates overload

Alan Cane on the strains being felt by personal computer dealers

DESTRUCTIVE PRESSURES are building up within the UK personal computer distribution and dealer channels. They are straining the resources of virtually every player and are likely to result in an increase in the number of companies going out of business.

The attrition rate is already high, especially among PC dealers whose only function is to sell PCs on to customers without adding value in terms of specialised software or additional services.

Ms Yvonne Stannard of Romtec, the marketing consultancy, says the total UK population of distributors, dealers and value-added resellers is approximately 3,500; the number of resellers and dealers that Romtec knows to have gone out of business in the past year is about 500.

Mr Hugh Gibbs, personal computer specialist with the International Data Corporation, said: "Any dealer whose profit margin is based on the discount available from hardware manufacturers is dead."

The financial results of Northamber, one of Europe's largest distributors, make the point starkly. Last July, it reported the first decline in its annual profits since it was founded in 1980. In December it reported that first-half profits had fallen from £2.15m to £219,000 in 1990. Revenues fell from £54.22m to £42.43m.

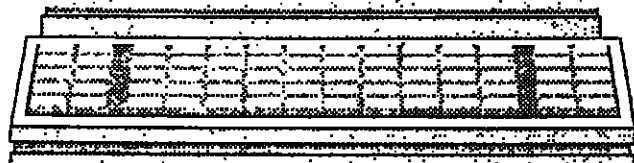
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Mr David Southworth, group managing director of P&P, the microcomputer services company, reinforced his point

## Personal computer distributors

Top 5 companies	Turnover	Fastest growing companies	Turnover growth
P&P Micro Distributors	£123m	Cavelle Data Systems	281%
Northamber	£110m	Ferranti Infographics	203%
Frontline Distribution	£87.2m	Spectrum Computer Services	170%
Bytech Peripherals	£82.3m	Micro Amvika	110%
Metrologie UK	£60m	CEM Computers	106%

\* Last half financial year  
Source: ROMTEC



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There are three main causes:

● The recession has brought about a substantial decline in PC sales. The market has become saturated and sales are becoming harder to make. Customers have become increasingly discerning in computer purchases.

● Computer manufacturers are fighting for market share "at any cost", according to one distributor, and so effectively working against their distributors and dealers. The result has been to squeeze prices and profit margins sharply.

International Business Machines, the world's largest personal computer manufacturer, is blamed by a number of distributors and dealers for the hiatus. One said: "There is

nobody in a position of authority in IBM who understands the third-party channel."

IBM itself has marketing problems and is losing market share both to traditional competitors such as Compaq, the market leader in high performance PCs, and manufacturers of IBM look-alike machines, chiefly based in the Far East.

Manufacturers, for their part, argue that discounting among fiercely competitive dealers are a main cause of the squeezing of margins.

● The cost of hardware continues to fall as improved technology cuts costs. Mr Southworth of P&P said: "This year alone, prices have fallen by some 25-40 per cent; so businesses have had to do 25-40 per cent better just to stand still."

Customers are increasingly buying on price and abandoning brand loyalty. They have

begun to realise there is little difference in performance or reliability between an IBM computer bought from a dealer or a Dell computer bought through mail order.

The use of "third-party channels" to act as a conduit between computer manufacturers and customers is an important element of the "new" computer industry which has emerged as a result of the PC revolution. The gross margin on a personal computer may be as low as 25-30 per cent, compared with 70 per cent or more for a large computer system.

Tiny gross margins are insufficient to support either direct salesforces or the services and support which customers traditionally associate with a computer sale. That is now the responsibility of the distributors and the dealers. In the UK, for example, IBM now distributes all its PCs through third-party channels.

P&P remains healthy profitable with sales of £22.8m last year and pre-tax profits of £1.1m, an 18 per cent increase. It was helped by a £26.7m rights issue last year and a move away from simple computer distribution towards value-added activities. Among these were the devolution of the company into five operating businesses, including corporate systems, which services the needs of blue-chip customers, and an organisation supplying third-party products for Apple computers to the Apple dealer channel.

Mr Southworth accepts that P&P cannot escape the consequences of the bloodbath in UK PC distribution, but he, and Sir Roland Smith, P&P chairman, believe the company is now well positioned for the future. "Next year will be absolutely diabolical, but by 1992 it will be clear where the technology is going. If there was price stability, we would do very well."

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## Southern Business holds profit

By David Owen

SOUTHERN BUSINESS Group, the photocopier and vending machine contractor which recently graduated to the official list, reported a marginal increase from £8.32m to £8.47m, in interim pre-tax profits as it encountered difficult market conditions.

Turnover for the six months to March 31 rose to £24.5m (£20.8m). Earnings per share on a full tax charge also edged up, to 4.35p (4.37p).

The expected actual tax rate for the current year was 26 per cent. Earnings per share in 1989-90, as originally reported, came to 6.05p.

Mr David McErlain, managing director, projected that the underlying market would

remain "much as it is at the moment" for 2-3 years and said the group was seeing "nil growth in copy volumes."

In a bid to encourage customers to use their machines more, it had installed discount meters for large batches of copies permitting cost savings of 50 per cent. The company had also enjoyed some success with colour copiers, selling 184 units in seven months.

At the end of the period forward contracted income amounted to £297m payable over an average six years.

According to Mr McErlain, this gave Southern "assured income of £50m a year." The company confirmed, however, that amounts pertaining to cer-

tain recently dissolved contracts with disgruntled customers would be "netted off" against the forward contracted income total.

Net debt came to just under £5m for gearing of 11 per cent. The company was "generating £750,000 a month of net cash," according to Mr Roger Lippman, finance director.

The company recently negotiated a £12m revolving term loan over seven years with Midland Bank and a £2m overdraft facility.

It said an active programme of acquisitions and organic growth was planned.

There is an interim dividend of 1.03p - up 10 per cent. The shares fell 3p to 62p.

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## NEWS DIGEST

## Graig Shipping slips to £1m

A WRITE-DOWN in the value of its oil assets, shown as an exceptional £541,000, contributed to a drop in tax profits at Graig Shipping from £2.42m to £1.01m in the year to March 31.

Turnover for the company, which is mainly involved in the bulk cargo trade, rose to £37.8m (£36.7m) but trading profits fell from £3.4m to £1.57m. Other factors behind the profit fall, it said, were the weak dollar, the rise in bunker prices and increased costs of repairs and maintenance.

Since the year-end, however, Graig has agreed the sale of one of its ships for an amount in excess of its book value. In addition, the strength of the dollar against sterling and the improvement in the freight market should help the 1991-92 results, the company said.

Directors recommended an unchanged final dividend of 5p for a reduced total of 4p (8.5p) including special anniversary dividend of 3.5p. Earnings fell from 22.1p to 7.2p.

## Partridge Fine Arts down at £738,000

The lack of overseas visitors hit Partridge Fine Arts, the dealer in antique furniture and objects d'art.

Turnover in the six months to April 30 fell from £7.81m to £4.41m, pre-tax profit from £2.68m to £738,000, and earnings per share from 7.97p to 2.16p. Consequently, the interim dividend is halved to 1p.

Mr John Partridge, chairman, said the conflict in the Middle East led to a significant reduction in the number of American and other visitors to the UK. Operating margins fell from 31.2 to 15.5 per cent.

## Baker Harris moves ahead to £958,000

Baker Harris Saunders Group, the international property adviser, bucked the sector trend by reporting improved profits for the year ended April 30, but is cutting the dividend.

Turnover was £7.59m, against £7.56m; pre-tax profit rose from £274,000 to £358,000, and earnings from 4p to 4.4p.

## Marginal fall in net assets at SPRAIT

Net asset value per ordinary share of Save & Prosper Return of Assets Investment Trust stood at 279p at the year end May 30, a marginal decline from 275.2p at the 1990 year end.

Net revenue advanced from £2.98m to £3.28m. Basic earnings per share came out at 11.35p (9.97p), fully diluted. The total dividend for the year was increased by 17.9 per cent to 7.37p (6.25p).

## Hollas declines sharply to £74,000

In spite of "very difficult trading conditions" and an exceptional charge of £569,000, relating to remedial action taken at its Hawkshead offshoot, Hollas Group managed to stay in the black in the year to March 31.

The textile and leisurewear company reported pre-tax profits of just £74,000, having made £2.63m in the corresponding period. The result was struck on turnover down 32 per cent to £39.3m (£57.6m).

Below the line there was a charge of £510,000 (£181,000), leaving a loss of £866,000 (profit £1.53m) for the year. Losses per share were 0.4p (earnings 3.8p) and the proposed final dividend is a reduced 0.6p (1.6p) for a 1.2p (3.2p) total.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - ponding dividend	Total for year	Total last year
Baker Harris	fin 1.5	Oct 1	2.25	2.5	4.5
Campbell/Armstrong	fin 1	Aug 30	3.35	2	5
Feedback	fin 0.5	Aug 12	1	0.5	1.75
Fleming Int High	fin 1.705	Sept 12	1.85	3.5675	2.35
Graig Shipping	fin 3	Sept 6	3	4	8.52
Hollas	fin 0.6	Oct 1	1.6	1.2	3.2
Hollas Elvel	fin 10.5			10.5	
Newman Tonks	int 3.8	Aug 15	3		8.3
Partridge Arts	int 1	Sept 5	2		3.85
Seaboard	int 10.36	Oct 9		10.36	
Southern Business	int 1.037	Aug 15	0.94		2.58
Southern Hosiery	int nil		1		1
Verduyn	fin 6.3	Sept 30	5.9	8.3	8.7



## MANAGEMENT: Marketing and Advertising

## What price the CD revolution?

Michael Skapinker and John Thornhill ask whether manufacturers are racking up too high a margin

**M**usic company executives are a garrulous lot. But there is one subject guaranteed to render many of them shy, retiring and unobtainable - the price of compact disc.

Virgin Records, part of the publicly-hungry Richard Branson empire, decided this was an issue it would prefer not to discuss. Alain Levy, president of PolyGram and a vigorous supporter in private of the price of compact disc, also refused to be interviewed.

There is no single price for compact discs in the UK. Some are sold at a discount. Full-price CDs sold for an average of £11.49 last year. The public thinks that is too expensive, concedes Mark Kingston, spokesman for the International Federation of the Phonographic Industry (IFPI), which represents recorded music companies worldwide. The Office of Fair Trading is examining the price of CDs and has widened its inquiries to examine vinyl records and cassette tapes too.

But, according to Kingston, the argument that CDs are overpriced is "biased and a cheap shot". The music business is risky, he says. "There are over 100 new releases in the UK alone each week. Ninety of those are going to make a loss. It's a chance game and you've got to have some insurance. People have got to recognise that the music industry has the right to make a profit."

Compact discs are expensive to produce, Kingston says. The manufacturing cost, about £1, is a small part of that expense. There is also the cost of finding good musicians, recording their work, paying them royalties, the composer, designing the CD packaging, distributing the discs, promoting and marketing them.

The Consumers' Association, publishers of Which? magazine, points out, however, that similar costs go into the making of vinyl records, which sell for about £4 less. The record companies are still smarting from the Consumers' Association's examination of CD prices in a Which? article last year entitled "Compact Disc Rip-Off".

The British Phonographic Industry (BPI), the IFPI's UK arm, complained to the Press Complaints Commission. The complaint was rejected. The Council said that the BPI had failed to persuade it that the Which? article contained significant inaccuracies.

The Consumers' Association points out that the price of CDs has increased slightly in nominal terms since they were introduced in 1983 with a retail price of £10. The prices of other new electronic products, by contrast, have fallen sharply. CD players, which cost more than £500 in the mid-1980s, sell for £100 or less today.

Since their introduction, the cost of manufacturing a compact disc has halved from £2 to £1, the Consumers' Association says. It now costs little more to manufacture a CD than an LP. While CD manufacturing costs have fallen, the volume of sales has exploded. After a slow start in the mid-1980s, worldwide CD unit sales hit 600m in 1989, compared with 450m vinyl records. The IFPI is still collecting last year's sales, but the BPI says that CDs outsold long-playing records by more than two-to-one in the UK in 1990. The 50.9m CDs sold in the UK last year represented a 22.1 per cent increase on 1989.

**F**ar from believing that they should cut prices as sales volumes increase, the music industry believes the CD boom is a powerful argument in favour of the present pricing policy. Consumers feel they are being cheated, why are they buying ever-increasing numbers of CDs?

Some of the record companies' critics argue that consumers have no choice. Vinyl records are increasingly difficult to find. Having invested in a CD player, consumers then have to build up a new compact disc collection to replace their old records.

The music companies disagree. Although vinyl has virtually disappeared in the US and Japan, the companies say they will continue to sell LPs in the UK for as long as significant numbers of customers want them.

The record companies say the profit they make on LPs is small. This, they say, is the reason CDs are more expensive. "I don't know anyone who makes money out of LPs," says Stuart German, company secretary of Nimbus Records, one of the few managers in the industry prepared to discuss CD prices. "LPs haven't been making money for a long time. They have been used as loss leaders."

Rupert Perry, UK managing director of EMI Records, another executive prepared to speak, says that companies are entitled to charge more for CDs because they are a higher quality product. CDs are smaller, easier to handle, don't have to be turned over, and produce a higher quality sound. "The CD is a more consumer-friendly product," Perry says.

It is unfair to compare the price of CDs over the past eight years with the price of the CD players, Perry argues. "CD hardware was expensive initially because of the costs of developing the technology. Once they got the technology up and running, they could start to lower the prices. All your marketing is based around one piece of hardware," he says. "Each CD, on the other hand, has its own cost. Every new CD title has to be marketed separately. With the

CD, you don't get the efficiencies which enable you continually to reduce your marketing costs," he says.

Retailers and record companies see little prospect of CD prices falling. "The price pressure is up rather than down. The margins retailers make on CDs are not high," says Richard Handover, managing director of retailers Our Price.

The music companies say they have little room to cut wholesale prices. Kingston says royalties, distribution, design and manufacturing, together with a contribution to overheads, means it cost them an average £2.34 to produce a CD last year. Our Price says the wholesale price for CDs is between £2.29 and £2.39.

Record company officials say that when record companies have tried to reduce CD prices, retailers have not passed the price cuts on to consumers. Retailers say it is unlikely that reductions in the retail price would lead to a substantial increase in the volume of CDs sold. "I have never seen any evidence yet that long-term price discounting increases volumes," says Handover.

EMI's Perry concurs that "music is not necessarily price-sensitive. I could put three CDs in front of you and say 'this one's going to cost you £5, this one £10 and this one £15'. Which one do you want? You'll say 'I don't know! What's on the CD?'"

There appears little incen-



## Tracksuits v pinstripes

Alice Rawsthorn on the ascendancy of sportswear

**T**HE sportswear craze - for tracksuits, trainers, and ball caps - may have sprung from the back streets of inner US cities, but is now part and parcel of the British wardrobe.

Sportswear was the only bright spot in the dull UK clothing market last year. A report from the TMS Partnership, a market research company, shows that sportswear sales rose by 47 per cent to £1.1bn in 1990, while overall clothing sales rose by just 7 per cent to £18.5bn.

TMS expects the clothing market to experience another sluggish year in 1991, but believes sales will recover from 1992 onwards, albeit not to the same high levels of the late 1980s.

In the second half of the 1980s the clothing market grew by 10 per cent a year. But the market slowed down in 1990. This was partly caused by the recession and partly by the instability of the retail sector, where many of the leading players are burdened by debt and financial difficulties after over-ambitious expansion.

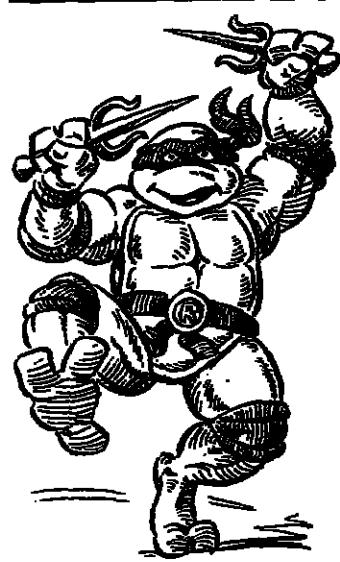
At the same time competition from imports has intensified. TMS estimates that clothing imports rose by 10 per cent last year, taking sales away from domestic companies.

All these trends have put tremendous pressure on prices. The cost of clothing rose by about 4 per cent in 1990, well below retail price inflation. Meanwhile both retailers and manufacturers faced sharp increases in their own operating costs, squeezing margins.

TMS expects another lacklustre year for the clothing market in 1991, with real growth of around 3 per cent to £19.1bn. The market will then confront the changes in its customer base - the fewer numbers in the 15 to 34 age group which currently account for 43 per cent of UK clothing sales.

As for sportswear, it is unlikely to see the same levels of growth this year as in 1990. However, sales should increase by about 20 per cent this year, so Britain's high streets will still be a sea of trainers and tracksuits.

*British Clothing Market Overview 1991, published by TMS Partnership, Oxford House, 185 Upper Richmond Road, London SW15 2SH. £5.50.*



## Turtles set out to surface in Japan

Raymond Snoddy charts the Heroes' most difficult assignment yet

**P**izza-eating Teenage Mutant Ninja Turtles have taken the US and the UK by storm. They're the best-selling toy in Spain, heading for the top in France and pre-eminence in Germany may be only six months away.

Now the Turtles are taking on their most difficult assignment - trying to infiltrate their last big market, Japan.

The turtle figures - more than 60 of them - have become the cult toy of recent years; Playmates International of Hong Kong, the company which markets them and claims to be the most profitable toy company in the world, last year made pre-tax profits of £21.3m.

But until now, the Turtles have not been seen in Japan. They were thought to be a Western phenomenon to succeed with Japanese children.

Now that may be about to change. NKKF, the Japanese public service broadcaster, will begin showing the Turtle television shows early next year.

Where the characters appear on television, sales of the Turtle toy are sold far behind.

"We like character merchandising. It's what we do well," says Richard Salis, senior vice-president of Playmates Toys, who is responsible for marketing and sales around the world.

The link with television is central

to the company's marketing strategy. Children get to know about the characters through the television programmes and advertising of the model figures follows.

"You must advertise. Screening the programmes is not enough. You have to tell the kids what's available," says Salis.

The Turtles will be distributed in Japan by Bandai, the large Japanese toy company.

"It will be a serious assault on that market. I would be very surprised if it does not work," Salis adds.

He first spotted the Ninja Turtles in 1989 in a rather dreary black and white strip in a comic book. He men-

dolls were becoming passé and he was looking for something new and a little off-beat.

"I was knocked out by the Turtles. They made me laugh and everyone who looked at them had a very strong response," Salis remembers.

The rights were bought for \$100,000, plus royalties, which in the "action figure" toy industry usually run at about 5 per cent.

In 1988 Turtle sales to retailers in the US totalled \$23m. By 1990 the beasts had captured two thirds of the \$1bn-a-year US action figure market.

Playmates, a marketing and design company whose products are manufactured by associated compa-

nies in Macau, Hong Kong and China, believes the release of a second Turtles feature film and the move into new geographical markets will keep the sales graph rising.

But just in case there is a decline in the Turtles' popularity, the company looks at as many as 1,000 ideas a year for the one or two that might have universal appeal and it has chosen new characters to develop.

Last year Playmates launched the Barney the Dinosaur animated figures in the US in the wake of a TV cartoon series that achieved top viewing figures in its time slot throughout the US.

Last month came the Toxic Crusaders, "hideously deformed creatures of superhuman size and strength" which will be supported by 15 syndicated television shows and a \$5m US television advertising budget.

## TECHNOLOGY

## Vehicle tags hit the road

**B**us companies and fleet operators in Australia are turning to electronic tagging of vehicles and computerised fuel monitoring in a drive to reduce costs and prevent theft.

Fuelscan, developed by AWA Transponders of Adelaide, allows fleet managers to record each vehicle's mileage and fuel consumption. Each vehicle identifies itself to the Fuelscan computer before it refuels.

The computer can identify vehicles in a number of ways. It can be manual, with the driver inserting a key or "credit card" into a console at the fuel pump. Alternatively, vehicles can be tagged electronically so that fuel pumps recognise them automatically.

A vehicle's identification code can tell the computer what type of fuel the vehicle uses, for example, it can also communicate to the pump the capacity of the fuel tank, preventing the driver from filling more than one vehicle.

By recording the vehicle's mileage, the computer highlights excessive fuel use, which may not necessarily be due to theft. In Adelaide the bus company found that some vehicles gave better mileage when driving in the hills while others were better on flat ground.

AWA Transponder has also developed an automatic identification system, called Trans-Tag, that works through an electronic tagging system.

Each vehicle carries a small radio transmitter which sends signals to an aerial buried under the road. The signal identifies each vehicle and the transmitter collects information from the tachometer and other instruments.

When a bus, for example, pulls up at a fuel pump, the pump can then record the mileage information and the fuel intake. With this information, the computer can interrogate each bus as it returns to the depot and, through a roadside display, tell drivers when their vehicles are due for servicing.

Michael Kenward

**P**eople who have bought black ash furniture seem more likely to respond to a fashion promotion than those who have not.

Bizarre. But that is just the sort of improbable correlation revealed to catalogue and store group Littlewoods by its database technology.

Littlewoods keeps a database of every transaction its customers make. The information lives in a Teradata computer, and Littlewoods applies sophisticated statistical techniques - regression analysis, behavioural scoring - to predict its customers' buying habits.

This sort of database analysis is often used for promotion of meat and drink to mail order firms - some are experimenting with neural networks (software that emulates the way humans think) which throw up even less foreseeable patterns.

Bryan Mayoh, director of systems and credit for Littlewoods Home Shopping, says the mail-order business is only now beginning to exploit its information fully, in particular to target specific products to potential customers.

What is more significant perhaps is that conventional retailers, even financial services companies, are at least starting to appreciate the marketing worth of their own customer data - whether collected at a point-of-sale scanner or indirectly through charge or credit cards. They have discovered precision marketing, which will have widespread implications for consumers and suppliers alike.

Imagine, for example, that you bought a garment from Laura Ashley six months ago and paid by forward. Anytime now you can expect a personalised piece of direct mail suggesting that you buy another.

The promotion, while under the auspices of Laura Ashley, comes from GE-Capital, a General Electric company of the US, and one of the leading retail credit operators.

GE, Yorkshire Bank Retail Services and Barclaycard Visa operate storewide for most of the UK high street. As well as funding credit, handling transactions and managing accounts, these companies now add value to their processing. GE collects data in three key areas: demographic information from credit application forms; shopping records - transaction values, frequency, even department codes; and payment data. The information sits in a relational database (Computer Corporation of

Dave Madden explains how companies are making the most of information they hold on customers

## Shoppers' minds are on the cards

America's Model 204) on an IBM mainframe. It drives direct marketing - anything from discrete messages on statements to promotion on behalf of GE's retailer clients.

This gives Burton Group, for example, which sold its storecard operation to GE last year, a powerful group-wide marketing tool. GE can encourage individual Debenhams cardholders to a Harvey Nichols sale, for example.

"We believe the ultimate art form will be the market segment of one. We'll talk to every discrete customer in his or her own life-style terms. That is the way we are heading - and there are certainly no technological barriers," says Roger Kymas, GE executive director.

Credit card operators are beginning to exploit their data reservoirs, too. Barclaycard Visa sells aggregated purchasing information to retailers. Tesco uses the service to analyse new store sites.

But Visa points out that it does not divulge individual purchasing profiles, or compile and sell name-lists, though it intends to feed profiles into the Barclaycard group customer information system when it becomes operational next year.

Similarly, all storecard operators stress that they do not facilitate cross-fertilisation - only Laura Ashley can have access to Laura Ashley customer data.

Elizabeth Stanton, director of the Retail Credit Group, a trade association of retail finance companies, argues that contractual obligations, commercial realities and the Data Protection Act militate against any general brokering of individual information - though all the groups' members do share credit reference particulars.

In the US, supermarkets have long sold their sales data to the likes of AC Nielsen and Information Resources, two market research companies. The data have been the primary source of market intelligence and market share infor-



mation for manufacturers of fast-moving consumer goods. This in itself represents a big database management exercise. Information Resources tracks a sample of 70,000 households across the US which use transaction cards. It monitors products in more than 400 categories in 3,000 stores. Now it has developed expert systems to let retailers and their suppliers tap into the information on its database.

Richard Pawson of the consultants Butler Cox argues that not only is the demand to capture information at the point of sale growing significantly, but "techniques to extract meaning from it" are maturing too.

Last November, Asda, the supermarket chain, launched a venture with a company called Trader Marketing Data which buys Asda scanning information, strips it of its profit data, and offers it to suppliers of fast-moving consumer goods.

Because it is collected and issued every week, manufacturers use the service to test market new products, pricing and displays.

John Taveron, Asda's divisional marketing controller and a director of the Trader Marketing Data, says the service lets Asda get closer to its suppliers. Traditionally relations between retailers, and in particular food manufacturers, have been strained. The retailer is king, observes Mark Foster, senior manager at Andersen Consulting, and some stores will use their evolving point-of-sale technology to reinforce that status. Information will still be used as a negotiating weapon, dictating price and promotion.

Point-of-sale information is, however, only transaction data. It is anonymous. At which point point-of-sale and profile data come together with payment cards as the missing link. "Put the card and the point-of-sale information together - and start playing that back to the customer. That is where the big gains will come," Foster says.

But while the logic of that is compelling there are obstacles. Applying precision marketing techniques to supermarkets - whether through frequent shopper schemes, incentives, or even the "intelligent" shopping trolley - threatens an established internal balance of power, says Pawson. Purchasing dictates what products to sell, where and at what price.

Marketing, a poor cousin, was concerned with getting people through the door. But customer-oriented selling, where information on individual customers will ultimately drive what is in the store, will reverse that.

Also, says Pawson, UK retailers are angst-ridden over whether to treat customers as individuals or not. "Some believe that customers value their anonymity and that precision marketing could prove a Pandora's box."

Marks and Spencer executive Simon Orebi Gann is cautious on the matter. "It is perfectly possible to deal with customers directly, to employ precision targeting - but you have to be incredibly careful not to alienate people," he explains.

"This reveals a general principle about applying technology. First you must define what a customer sees as service - and that is not always obvious. Then you must use the technology to support it."

Ultimately, the trick will be to make customer information work for the customer - and for it to be seen to do so. And that is the case when retailers have hardly scratched the surface.

## Database shoots with precision

By Della Bradshaw

**M**arketing databases to be used to reverse which people respond," explains Hartley. "We have a profile of people who respond by phone, by coupon, who respond to national newspapers or to door drops."

With the cost of mailing out information packs at around 50p each, selective targeting of customers can save thousands of pounds. "It is all aimed at tuning targeting more tightly. A lot of my work is to do away with the blunderbuss approach and replace it with the sniper's bullet," says Hartley.

Held on the IBM AS/400 machine are about 800,000 records - including prospective clients as well as policy holders. Once a potential client phones up for a quote their information is recorded and saved for use the following year. When their policy comes up for renewal (the Eagle Star can offer a quotation for a policy before the policy ends, Hartley reckons the company has been able to reduce the lapse rates.

As well as helping design products, companies are also using the Computing Group software as a way of analysing why product launches failed, says Judi Gebelken, managing director of the company. She relates the story of an insurance company who (not Eagle Star) which launched a policy that, according to the market research it had conducted, should have appealed to customers in their 50s, and so was targeted towards these potential clients.

When the policy proved less than effective, the company fed all the information about new customers into the database, and analysed who they were. They found that it was young married couples who had found the policy really appealing. By re-launching the product to this new market segment the company was able to chalk up another success.

To enable the company to get to know its customers in this way Eagle Star has set up a database in conjunction with the Computing Group, of Crawley. The application forms for policies have been designed to ensure that they draw in the information required by Eagle Star so that it can build up a picture of each individual policy holder. These include age, sex and postcode - Eagle Star analyses all the postcodes using software called Mosaic in order to get some idea of the socio-economic background of its policy holders. Central to the process has been to give each policy holder a reference number which remains constant regardless of the number of policies he or she has.

Also fed into the database is feedback from advertising campaigns in the press and on television. "One interesting thing after advertising in the

LME acts to head off nickel problems

## MARKET REPORT

Market	Value	% Change
FTSE 100	2,845.10	+0.1
FTSE 250	4,123.50	+0.2
FTSE All-Share	3,210.80	+0.15
DAX	1,987.60	+0.3
Nikkei 225	15,234.00	+0.5
Hang Seng	8,765.40	+0.2
ASX 200	3,456.70	+0.1
IBEX 35	2,345.60	+0.4
SEAX	1,234.50	+0.1
OMX	987.60	+0.2
TAQX	567.80	+0.1
WSE	456.70	+0.3
BVL	345.60	+0.1
ATX	234.50	+0.2
PSX	123.40	+0.1
VLX	76.50	+0.3
NYSE	2,345.60	+0.1
AMEX	1,234.50	+0.2
NASDAQ	3,456.70	+0.1
NYSE	2,345.60	+0.1
AMEX	1,234.50	+0.2
NASDAQ	3,456.70	+0.1



## COMMODITIES AND AGRICULTURE

## LME acts to head off nickel problems

Kenneth Gooding, Mining Correspondent

THE LONDON Metal Exchange acted last night to head off potential problems in its nickel market.

It asked members to report on their commitments to buy and sell nickel for themselves and clients as far ahead as three months from today.

Mr David King, the exchange's chief executive, said this did not imply that his executive would automatically follow any imposing limitations on nickel production.

However, the LME was worried about possible problems in the nickel market in the next two or three months and the information provided by members "will enable us to better understand the situation and spot any potential problems."

The exchange acted after nickel prices last night moved to their highest level for eight weeks and the premium to borrow (buy spot metal and sell forward) metal against August delivery widened to \$130 a tonne compared with \$95 yesterday.

The backwardation, or premium for cash metal compared with three-month nickel, went out to \$120 a tonne at one stage against \$65 on Tuesday.

Mr King said the executive had been keeping a close watch on nickel for two months as the exchange's stocks gradually fell to about 4,100 tonnes. Stocks had been much lower in the past - about 2,000 tonnes - but at present there were also uncertainties about nickel shipments from the Soviet Union.

"We don't envisage any significant problems in the nickel market in the next few days but there might be in the next few weeks. We want to keep on top of the situation," said Mr King.

The Soviet Union is an important supplier of nickel to the west, providing more than 30,000 tonnes in each of the past two years. This represents about 12 per cent of the western world's requirements but, because most of the Soviet nickel goes to LME traders and warehouses, it is much more important to the exchange.

Mr King made it clear that the exchange wanted to be able to react quickly should political or production problems cut Soviet supplies.

The LME nickel price has been rising strongly in the past few days despite the deep recession in some industrialised countries and a widespread view that the market will show a supply surplus this year. Nickel for immediate delivery rose by \$250 a tonne to \$8,575.50 on the LME last night and three-month metal was up \$135 a tonne to \$8,772.50.

## Pancontinental abandons hope for uranium project

By Kevin Brown in Sydney

PANCONTINENTAL Mining yesterday announced the sale of its Jabluha uranium and gold deposit in Australia's Northern Territory to North Broken Hill Peko (North) for A\$125m.

The sale ended an eight-year campaign by Pancontinental to persuade the federal Labor government to relax uranium mining restrictions and allow development of the deposit.

Jabluha has estimated reserves of more than 200,000 tonnes of uranium oxide and 14 tonnes of gold, and has the potential to become one of the world's largest producers of low-cost uranium.

The orebody was discovered by Pancontinental in 1971, but its sale has appeared inevitable recently to reduce debts of about A\$20m built up as the company diversified into magmatic and base metal mining.

The company's last hopes that Jabluha might be developed in the short-term disappeared last week, when Labor's biannual party conference failed to debate moves to relax government policy, which limits uranium production to three named mines.

The named mines are Western Mining Corporation's Olympic Dam in South Australia, the exhausted Nabarlek

deposit in the Northern Territory, and Ranger, 15 km (nine miles) from Jabluha. Ranger is controlled by North through Energy Resources of Australia, a 65 per cent subsidiary.

North intends to develop Jabluha jointly with Ranger, probably by trucking or piping ore to the existing treatment plant. Such a development would triple the reserves available for milling at Ranger, and allow the company to sign longer term contracts with buyers.

However, officials said development was unlikely for up to seven years, because of the low price of uranium on world markets, caused by the release of stockpiles from eastern Europe.

Any attempt to develop the mine more quickly would risk a confrontation with the government, which is unlikely to change its uranium policy before the next conference in two years' time. However, the Liberal opposition has said it will remove restrictions on uranium mining if it wins the next federal election, which must be held by March 1993.

Mr Peter Ward, North's managing director, said Jabluha was a long term investment that would "position North as a major force in the world uranium industry".

Mr Lindsay MacAllister, Pancontinental's managing director, said the sale would allow the company to reduce its A\$20m debts and concentrate on other projects, particularly the Kunwarara magnesite deposit in Queensland, said to be the world's largest.

"The primary reason for the sale was that it was a non-performing asset held over a considerable period of time, and logic said the development should go through the Ranger mill. It is a historic decision for the company," Mr MacAllister said.

Pancontinental said it would pay A\$30m to buy out a 35 per cent stake in Jabluha held by Texaco, the US oil company. Texaco will receive A\$5m due under a 1987 agreement with Pancontinental, leaving the company with net proceeds of around A\$25m, compared with a book value of A\$19.8m.

It was unclear whether North would retain its 13.8 per cent stake in Pancontinental, which was acquired to encourage discussion of the possible joint development of Jabluha. Cogema, the French state-owned uranium group, may also seek to sell its 14.9 per cent of Pancontinental following the Jabluha sale.

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## Copper mine power supply 'secure'

By Kenneth Gooding

POWER SUPPLIES to Escondido in Chile, the world's third-largest copper mine, were secure, said Mr John Prescott, chief executive of Broken Hill Proprietary, the biggest shareholder, yesterday.

He was responding to suggestions circulating in the industry that output from Escondido, an annual 250,000 tonnes, was at risk because its electricity was supplied by Codelco's Tocopilla power plant, where employees have been on strike since the beginning of this week in sympathy with those at the state-owned group's Chuquibambilla copper mine.

Mr Prescott, who is on a visit to London to talk to institutions and analysts, said that he had been assured by the management at Escondido that the mine's production would be maintained.

He was confident, moreover, that Escondido was in a position to continue to supply customers with copper concentrates even in the event of production being stalled temporarily. He pointed out that the mine, which came into production last December, had lost three days output because of damage caused by a freak snow storm last month but had continued to ship out concentrates.

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## Set-aside plan forecast to cut EC harvest by only 2m tonnes

By Paul Cheeseright, Midlands Correspondent

UP TO a quarter of the farmers in France and the UK may be attracted by the European Commission's latest scheme to take land out of cereal production, in the form of the one-year set-aside programme, according to a study by the Centre for European Agricultural Studies at Wye College.

But it suggests only a modest cut in output will result for the community as a whole.

This study, sponsored by ICI Agrochemicals, and published to coincide with the Royal Agricultural Show, now open at Stoneleigh, Warwickshire, observes that the one-year programme will appeal to different farmers than the five-year programme, now in its third year.

It between 20 and 25 per cent of the cereal area in the two countries could be set aside from production. But for the European Community as a whole CEAS doubts whether cereal output will decline by more than 2m tonnes.

This figure, apart from being about a fifth of what the Commission apparently would like to achieve from the programme, is a tiny fraction of the total CEAS is predicting that this year, normal weather conditions permitting, the cereal harvest for the EC, excluding east Germany, will be a record 165.2m tonnes, of which the UK share would be 23m tonnes.

Such a harvest would trigger payment by farmers of the co-responsibility levy. It also points, in the CEAS view, to lower output prices in real terms and to declining gross margins. "Expectations of substantially lower prices would make one-year set aside more attractive," CEAS asserts.

CEAS argues that the one-year programme allows a beneficial break in rotation and will largely compensate for lost product. "As a generalisation, it will be more attractive to farmers with high variable gross margins both between and within crops," CEAS believes.

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UP TO a quarter of the farmers in France and the UK may be attracted by the European Commission's latest scheme to take land out of cereal production, in the form of the one-year set-aside programme, according to a study by the Centre for European Agricultural Studies at Wye College.

But it suggests only a modest cut in output will result for the community as a whole.

This study, sponsored by ICI Agrochemicals, and published to coincide with the Royal Agricultural Show, now open at Stoneleigh, Warwickshire, observes that the one-year programme will appeal to different farmers than the five-year programme, now in its third year.

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It between 20 and 25 per cent





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Director  
of Gates  
Rubber**

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### INDUSTRIALS (Miscel.)—Contd.

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## 25

## REGIONAL & IRISH STOCKS

The following is a selection of Regional and Irish stocks, the



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Ratios & Securities									
Price/Earnings	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5
Price/Book	1.5	1.6	1.7	1.8	1.9	2.0	2.1	2.2	2.3
Price/Cash Flow	8.5	9.0	9.5	10.0	10.5	11.0	11.5	12.0	12.5
Dividend Yield	4.5%	4.8%	5.1%	5.4%	5.7%	6.0%	6.3%	6.6%	6.9%
Return on Assets	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Return on Equity	15.5%	16.0%	16.5%	17.0%	17.5%	18.0%	18.5%	19.0%	19.5%
Debt to Equity	0.5	0.6	0.7	0.8	0.9	1.0	1.1	1.2	1.3
Current Ratio	1.5	1.6	1.7	1.8	1.9	2.0	2.1	2.2	2.3
Quick Ratio	1.0	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8
Operating Margin	25.5%	26.0%	26.5%	27.0%	27.5%	28.0%	28.5%	29.0%	29.5%
Net Profit Margin	15.5%	16.0%	16.5%	17.0%	17.5%	18.0%	18.5%	19.0%	19.5%
Asset Turnover	0.8	0.9	1.0	1.1	1.2	1.3	1.4	1.5	1.6
Equity Turnover	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	2.0
Capital Gains	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Dividend Payout	45.5%	46.5%	47.5%	48.5%	49.5%	50.5%	51.5%	52.5%	53.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
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Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
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Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
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Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
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Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Revenue Growth	8.5%	9.0%	9.5%	10.0%	10.5%	11.0%	11.5%	12.0%	12.5%
Operating Growth	10.5%	11.0%	11.5%	12.0%	12.5%	13.0%	13.5%	14.0%	14.5%
Net Profit Growth	12.5%	13.5%	14.5%	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%
Capital Gains Growth	15.5%	16.5%	17.5%	18.5%	19.5%	20.5%	21.5%	22.5%	23.5%
Dividend Growth	5.5%	6.0%	6.5%	7.0%	7.5%	8.0%	8.5%	9.0%	9.5%
EPS Growth	10.5%	11.0%	11.5%	12.0%					

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Variable	Mean	SD	Min	Max
Age	34.5	10.2	18	65
Gender	0.45	0.50	0	1
Marital Status	0.60	0.49	0	1
Education	12.5	1.5	9	16
Income	3500	1500	1000	8000
Health Status	0.70	0.46	0	1
Job Satisfaction	3.2	1.8	1	5
Life Satisfaction	4.1	1.5	1	7
Stress Level	2.8	1.2	1	5
Work-Life Balance	3.5	1.6	1	6
Overall Well-being	4.5	1.4	1	7



## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar mixed as yen weakens

THE DOLLAR eased slightly against members of the European exchange rate mechanism yesterday, but gained a little ground in terms of the Japanese yen and Swiss franc, ahead of today's independence day holiday in the US.

There was an easing of the dollar on news that sales of new US homes fell 3.3 per cent in May, after declining a revised 0.2 per cent in April. It had previously been announced that sales rose 1.2 per cent in April and the market was looking for a May rise of about 2.3 per cent.

This disappointing news had a limited impact on the dollar however, and after touching a low of DM1.8150 during European trading it climbed back above DM1.8300 at the London close.

The dollar eased to DM1.8315 from DM1.8345 and to FF6.2075 from FF6.2150, but improved to Y138.50 from Y138.5000. On Bank of England figures the dollar's index declined to 68.5 from 68.6.

ERM currencies were dragged higher by a recovery of the D-Mark, particularly against the yen. The Japanese currency suffered from a sharp overnight fall in Tokyo equity prices, as rumours persisted about scandals involving some large Japanese brokerage

houses. In London the D-Mark rose to Y76.15 from Y75.65. There were some doubts about the D-Mark's ability to maintain an upward trend however, against the backdrop of Yugoslavia and worries about the German economy. The Organisation for Economic Co-operation and Development reported Bonn yesterday against providing too much aid for the depressed eastern part of Germany.

Sterling traded steadily, remaining the third weakest member of the ERM, above the French franc and lowest placed Danish krone. There was no reaction to the comment by Mr Norman Lamont, UK Chancellor of the exchequer, that he still expects the UK economy to recover in the second half of this year.

The pound rose 30 points to £1.6050, while improving to FF9.9525 from FF9.9575, to

SFR2.5425 from SFR2.5300, and to Y224.00 from Y222.25. It closed unchanged at DM2.9400. Sterling's index gained 0.2 to 89.5.

A Indian rupee was devalued by 11.5 per cent against the dollar yesterday. This brings the total devaluation this week to 18.74 per cent in terms of the dollar, after a 9.29 per cent cut in the rupee's value on Monday. It is seen as a move to boost exports and cut imports during negotiations with the International Monetary Fund for a second large loan this year. India's present foreign exchange reserves are reported to be insufficient to cover one month's imports.

The Reserve Bank of India quoted a middle rate of Rs45.95 against the dollar, compared with Rs41.09 before the two devaluations. The rate against sterling is Rs41.59 compared with Rs42.35, a devaluation of 17.38 per cent.

## EMS EUROPEAN CURRENCY UNIT RATES

	Unit	Central Bank	Current Rate	% Change from 1990	% Change from 1991	% Change from 1992
Spanish Peseta	166.64	166.64	166.64	0.00	0.00	0.00
Italian Lira	2036.27	2036.27	2036.27	0.00	0.00	0.00
Belgian Franc	20.36	20.36	20.36	0.00	0.00	0.00
French Franc	6.55	6.55	6.55	0.00	0.00	0.00
German Mark	1.00	1.00	1.00	0.00	0.00	0.00
Dutch Guilder	2.20	2.20	2.20	0.00	0.00	0.00
Portuguese Escudo	200.48	200.48	200.48	0.00	0.00	0.00
Irish Punt	7.88	7.88	7.88	0.00	0.00	0.00
Greek Drachma	200.48	200.48	200.48	0.00	0.00	0.00

The central rates set by the European Central Bank are subject to change. The rates shown above are the current rates. The rates shown in parentheses are the rates at which the central banks have intervened in the foreign exchange market. The rates shown in brackets are the rates at which the central banks have intervened in the foreign exchange market.

## DOLLAR SPOT - FORWARD AGAINST THE POUND

	Spot	Forward	Forward	Forward	Forward	Forward
US	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
UK	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
FR	9.9525	9.9525	9.9525	9.9525	9.9525	9.9525
DE	2.9400	2.9400	2.9400	2.9400	2.9400	2.9400
JP	138.50	138.50	138.50	138.50	138.50	138.50
IT	2036.27	2036.27	2036.27	2036.27	2036.27	2036.27
ES	166.64	166.64	166.64	166.64	166.64	166.64
BE	20.36	20.36	20.36	20.36	20.36	20.36
GR	200.48	200.48	200.48	200.48	200.48	200.48
PT	200.48	200.48	200.48	200.48	200.48	200.48
IR	7.88	7.88	7.88	7.88	7.88	7.88
GR	200.48	200.48	200.48	200.48	200.48	200.48

Commercial rates taken towards the end of London trading. Forward rates for 12 months. All rates are subject to change.

## DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

	Spot	Forward	Forward	Forward	Forward	Forward
US	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
UK	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
FR	9.9525	9.9525	9.9525	9.9525	9.9525	9.9525
DE	2.9400	2.9400	2.9400	2.9400	2.9400	2.9400
JP	138.50	138.50	138.50	138.50	138.50	138.50
IT	2036.27	2036.27	2036.27	2036.27	2036.27	2036.27
ES	166.64	166.64	166.64	166.64	166.64	166.64
BE	20.36	20.36	20.36	20.36	20.36	20.36
GR	200.48	200.48	200.48	200.48	200.48	200.48
PT	200.48	200.48	200.48	200.48	200.48	200.48
IR	7.88	7.88	7.88	7.88	7.88	7.88
GR	200.48	200.48	200.48	200.48	200.48	200.48

Commercial rates taken towards the end of London trading. Forward rates for 12 months. All rates are subject to change.

## EURO-CURRENCY INTEREST RATES

	3 months	6 months	9 months	12 months	15 months	18 months
US	5.50	5.50	5.50	5.50	5.50	5.50
UK	10.00	10.00	10.00	10.00	10.00	10.00
FR	10.00	10.00	10.00	10.00	10.00	10.00
DE	10.00	10.00	10.00	10.00	10.00	10.00
JP	10.00	10.00	10.00	10.00	10.00	10.00
IT	10.00	10.00	10.00	10.00	10.00	10.00
ES	10.00	10.00	10.00	10.00	10.00	10.00
BE	10.00	10.00	10.00	10.00	10.00	10.00
GR	10.00	10.00	10.00	10.00	10.00	10.00
PT	10.00	10.00	10.00	10.00	10.00	10.00
IR	10.00	10.00	10.00	10.00	10.00	10.00
GR	10.00	10.00	10.00	10.00	10.00	10.00

Long term Eurocurrency rates are based on the London interbank market. All rates are subject to change.

## EXCHANGE CROSS RATES

	US	UK	FR	DE	JP	IT	ES	BE	GR	PT	IR	GR
US	1.00	1.6050	9.9525	2.9400	138.50	2036.27	166.64	20.36	200.48	200.48	7.88	200.48
UK	0.6251	1.00	6.1756	1.7557	84.6656	1366.03	125.00	12.4618	166.64	166.64	4.7619	166.64
FR	0.1024	0.1587	1.00	3.4075	166.64	2036.27	166.64	1.9364	1.00	1.00	0.0787	1.00
DE	0.3389	0.5670	0.2938	1.00	5.0000	2036.27	166.64	0.4833	0.2938	0.2938	0.0476	0.2938
JP	0.0072	0.1179	0.0060	0.0200	1.00	2036.27	166.64	0.0072	0.0060	0.0060	0.0004	0.0060
IT	0.0005	0.0081	0.0005	0.0005	0.0005	1.00	166.64	0.0005	0.0005	0.0005	0.0000	0.0005
ES	0.0060	0.0097	0.0060	0.0060	0.0060	0.0060	1.00	0.0060	0.0060	0.0060	0.0000	0.0060
BE	0.0496	0.0803	0.0496	0.0496	0.0496	0.0496	0.0496	1.00	0.0496	0.0496	0.0000	0.0496
GR	0.0050	0.0078	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	1.00	0.0050	0.0000	0.0050
PT	0.0050	0.0078	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	1.00	0.0000	0.0050
IR	0.0050	0.0078	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	1.00	0.0000
GR	0.0050	0.0078	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	1.00

Yen per 1,000; French Fr. per 100; Lira per 1,000; Belgian Fr. per 100.

## FINANCIAL FUTURES AND OPTIONS

## LIVE LONG TERM FUTURES OPTIONS

	Settle	Call	Put	Settle	Call	Put
US	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
UK	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
FR	9.9525	9.9525	9.9525	9.9525	9.9525	9.9525
DE	2.9400	2.9400	2.9400	2.9400	2.9400	2.9400
JP	138.50	138.50	138.50	138.50	138.50	138.50
IT	2036.27	2036.27	2036.27	2036.27	2036.27	2036.27
ES	166.64	166.64	166.64	166.64	166.64	166.64
BE	20.36	20.36	20.36	20.36	20.36	20.36
GR	200.48	200.48	200.48	200.48	200.48	200.48
PT	200.48	200.48	200.48	200.48	200.48	200.48
IR	7.88	7.88	7.88	7.88	7.88	7.88
GR	200.48	200.48	200.48	200.48	200.48	200.48

Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts.

## LIVE EUROPEAN FUTURES OPTIONS

	Settle	Call	Put	Settle	Call	Put
US	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
UK	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
FR	9.9525	9.9525	9.9525	9.9525	9.9525	9.9525
DE	2.9400	2.9400	2.9400	2.9400	2.9400	2.9400
JP	138.50	138.50	138.50	138.50	138.50	138.50
IT	2036.27	2036.27	2036.27	2036.27	2036.27	2036.27
ES	166.64	166.64	166.64	166.64	166.64	166.64
BE	20.36	20.36	20.36	20.36	20.36	20.36
GR	200.48	200.48	200.48	200.48	200.48	200.48
PT	200.48	200.48	200.48	200.48	200.48	200.48
IR	7.88	7.88	7.88	7.88	7.88	7.88
GR	200.48	200.48	200.48	200.48	200.48	200.48

Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts.

## LIVE EUROPEAN FUTURES OPTIONS

	Settle	Call	Put	Settle	Call	Put
US	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
UK	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
FR	9.9525	9.9525	9.9525	9.9525	9.9525	9.9525
DE	2.9400	2.9400	2.9400	2.9400	2.9400	2.9400
JP	138.50	138.50	138.50	138.50	138.50	138.50
IT	2036.27	2036.27	2036.27	2036.27	2036.27	2036.27
ES	166.64	166.64	166.64	166.64	166.64	166.64
BE	20.36	20.36	20.36	20.36	20.36	20.36
GR	200.48	200.48	200.48	200.48	200.48	200.48
PT	200.48	200.48	200.48	200.48	200.48	200.48
IR	7.88	7.88	7.88	7.88	7.88	7.88
GR	200.48	200.48	200.48	200.48	200.48	200.48

Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts.

## LIVE EUROPEAN FUTURES OPTIONS

	Settle	Call	Put	Settle	Call	Put
US	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
UK	1.6050	1.6050	1.6050	1.6050	1.6050	1.6050
FR	9.9525	9.9525	9.9525	9.9525	9.9525	9.9525
DE	2.9400	2.9400	2.9400	2.9400	2.9400	2.9400
JP	138.50	138.50	138.50	138.50	138.50	138.50
IT	2036.27	2036.27	2036.27	2036.27	2036.27	2036.27
ES	166.64	166.64	166.64	166.64	166.64	166.64
BE	20.36	20.36	20.36	20.36	20.36	20.36
GR	200.48	200.48	200.48	200.48	200.48	200.48
PT	200.48	200.48	200.48	200.48	200.48	200.48
IR	7.88	7.88	7.88	7.88	7.88	7.88
GR	200.48	200.48	200.48	200.48	200.48	200.48

Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts. Estimated volume: 100,000 contracts.

## LIVE EUROPEAN FUTURES OPTIONS

Estimated volume 608 CBO Traded exclusively on APF					SWISS FRANC INDEX SFY 125,000 3 per SFY			
9% MONTHLY, ECU INDEX ECU 200,000 1000th of 100%					Latest High Low			
Settle	Close	High	Low	Prev.	Dec	0.6311	0.6319	0.6300
Dec	98.65	98.65	98.65	98.60	Jan	0.6285	0.6297	0.6276
Jan	98.50			98.50				
Estimated volume 236 (147) Previous day's open bid, 1287 (1263)					PHILADELPHIA 95 CTS OPTIONS			



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